

Department of the Army
Headquarters, U.S. Army
Operations Support Command
1 Rock Island Arsenal
Rock Island, IL 61299-6000

Change 1, OSC Regulation 10-1

9 Aug 2001

Organization and Functions

HEADQUARTERS, US ARMY OPERATIONS SUPPORT COMMAND (HQ OSC) ORGANIZATION, MISSION, AND FUNCTIONS

Proponent. The proponent is the Deputy Chief of Staff for Resource Management. Users are invited to send comments and suggested improvements to HQ OSC, ATTN: AMSOS-RMM, 1 Rock Island Arsenal, Rock Island, IL 61299-6000, e-mail amsos-rmm@osc.army.mil.

FOR THE COMMANDER:

Official:	//signed//
	C.R. HOBBY
	Colonel, GS
	Chief of Staff

1. OSCR 10-1, 4 Jan 01, is changed as follows:
 - a. Revised Table of Contents.
 - b. Added new Chapters 21, 22, 60 and 65.
 - c. Revised Chapter 55; Readiness Center is now Deputy Chief of Staff for Operations Support; incorporated Chapter 7 into Chapter 55.
2. Post this change in front of the publication.

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*OSC Regulation 10-1

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HEADQUARTERS, U.S. ARMY OPERATIONS SUPPORT COMMAND (HQ OSC) ORGANIZATION, MISSION, AND FUNCTIONS

Applicability. This regulation applies to all HQ OSC elements and their subordinate installations.

Decentralized Printing. All OSC installations may locally reproduce this regulation.

Supplementation. Supplementation of this regulation and establishment of local forms requires approval from the proponent.

Proponent. The proponent is the Resource Management Center. Users may send comments and suggested improvements to HQ OSC, ATTN: AMSOS-RMM, 1 Rock Island Arsenal, Rock Island, IL 61299-6000, e-mail amsos-rmm@osc.army.mil.

Distribution. The proponent determines distribution (available electronically at <http://www.osc.army.mil/rm/rmm/10-1/content.doc>).

Supersession Notice. *This regulation supersedes IOCR 10-1, 18 Dec 98, and all changes thereto.

FOR THE COMMANDER:

Official:

//Signed//
ROBERT A. BENSON
Colonel, GS
Chief of Staff

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* The Air Force, Marine Corps, and Navy Liaison offices are not official elements of the OSC and do not appear in the Table of Distribution and Allowances (TDA) for this HQ. Inclusion in this regulation is for clarification/information purposes only.

CHAPTER 1

INTRODUCTION

1-01. PURPOSE. This regulation sets forth the mission and functions of the U.S. Army Operations Support Command (OSC), a major subordinate command (MSC) of the U.S. Army Materiel Command (AMC).

1-02. ACRONYMS/TERMS. See Appendix A.

1-03. ESTABLISHMENT. The OSC came into being on 1 October 2000 at Rock Island, Illinois.

1-04. MISSION. The mission of OSC is to:

a. Provide the manufacturing, munitions, war reserve and integrated field support to execute our Army's global power projection strategies.

b. Support Army and the Department of Defense (DOD) readiness through overhaul, fabrication and manufacture of assigned materiel and equipment

c. Manage and operate the Army's organic ordnance industrial facilities (Government-owned, Government-operated (GOGO) and Government-owned, Contractor-operated (GOCO).

d. Provide the Army industrial expertise to develop doctrine, plan materiel development programs, procure materiel and operate the ordnance industrial base.

e. Manage the assigned industrial complex activities of the Army through acquisition strategy and source of repair decisions. Assure the ordnance industrial base is available to meet peacetime and contingency requirements for producing, maintaining, and supplying Army materiel.

f. Perform all Single Manager for Conventional Ammunition (SMCA) functions for DOD. Perform ammunition procurement, installation and environmental management and provide centralized management and decentralized execution of ammunition and weapon systems storage, production, and maintenance for assigned items.

g. Manage the Army's War Reserve stockpile worldwide.

h. Provide AMC integrated logistics support worldwide and serve as the AMC face forward.

i. Manage the AMC Logistics Support Elements (LSE) and Logistics Assistance Program (LAP).

j. Perform as the Program Manager for Logistics Civil Augmentation Program (LOGCAP).

k. Develop and institutionalize a common operational understanding and logistics situational knowledge across all of AMC.

l. Exercise life-cycle management over the accomplishment of the total engineering, product assurance, integrated logistic support, industrial preparedness, procurement, production, security assistance and materiel readiness for assigned systems/materiel; execute assigned mission in support of the AMC, Department of Army (DA), and/or DOD elements having centralized management responsibility for specific items.

1-05. MAJOR FUNCTIONS. The Major functions of OSC are to:

a. Manage the use of resources and costs per output; i.e., civilian and military manpower, materiel, finances, physical plant and equipment, including applicable automatic data processing equipment, required for the execution of the wholesale/retail supply, transportation, maintenance, and base services programs, and related activities carried out in AMC industrial facilities worldwide. Planning, program management, internal review and analysis, and cost analysis are inherent to this function.

b. Develop and execute the standard OSC organizational policy, review and approve/disapprove OSC organization structure change requests in coordination with Headquarters (HQ), AMC, as appropriate.

c. Manage the energy conservation and environmental pollution abatement programs; manage the real property maintenance activities (RPMA) and fire prevention and protection programs of OSC installations. Exercise (or redelegate), as appropriate, administrative and technical approval authority for minor construction and repair/maintenance projects.

d. Furnish input to requirements documents submitted to AMC for which OSC is the proponent support activity. Support AMC at AMC-U.S. Army Training and Doctrine Command (TRADOC) joint working group meetings convened for the purpose of interchange of information concerning producibility and readiness aspects of

materiel acquisition concepts and the preparation, review, and finalization of requirements documents for which OSC is the proponent support activity.

e. Provide input to international technology transfer assessments for assigned systems/items.

f. Serve as head of contracting activity for assigned mission and functions. Execute the command procurement program and provide support for designated activities.

g. Conduct process/maintenance engineering applications with respect to materials, lubricants, and erosion/corrosion prevention for assigned transitioned items per Army Corrosion and Prevention and Control Program.

h. Exercise centralized management authority over the planning, direction, control, and execution of the Production Base Support Program (PBSP) and assigned industrial complexes. The PBSP includes initial production facilities programs, modernization and expansion projects, and facilitation to satisfy peacetime and continuing contingency scenarios; and layaway of production facilities required to support the force structure.

i. Develop and support the OSC Army Working Capital Fund (AWCF) budget and related submissions covering the Ordnance Business Area operations. Develop and support the OSC appropriation budgets covering OSC's operations worldwide as well as the majority of operation and maintenance, Army (OMA) funded purchases from AWCF activities. Provide functional management and oversight of RPMA funding, and monitor obligations/expenditures to assure compliance with statutory requirements and DA/AMC policies; i.e., not exceeding the ratio of minor construction to repair expenditures.

j. Perform centralized reimbursement billing for assigned AWCF installations.

k. Manage installation master planning for all OSC. Manage the Modernization and Military Construction Program by enforcing the requirement for installations to develop master plans within OSC.

l. Coordinate any special action required within the OSC system regarding the security assistance program.

m. Implement DA and AMC guidance for assigned industrial complexes concerning worldwide storage space reporting; review storage space reporting; review storage space allocation, forecasts, and occupancy; and assign storage space to meet

special availability, resource allocations, and compliance with regulator requirements for storage of hazardous materiel.

n. Establish and maintain a program assuring that the quality of materiel throughout the OSC receipt, storage, maintenance, and issue phases of the materiel life cycle meet Army requirements. Support the AMC Fielded System Review Program. Investigate and direct implementation of corrective/preventive action on complaints in conjunction with materiel developer during production. Conduct quality system reviews of subordinate installations to determine the effectiveness of quality operations and direct required improvement actions.

o. Participate in and provide support panels, programs, and groups that are established by the function under the auspices of the joint AMC/Naval Systems Command (NAVMAT)/Air Force Logistics Command/Air Force Systems Command commanders. In particular, provide the Chairman, Executive Director, and Army members to the Joint Ordnance Commander's Group (JOCG).

p. Serve as the DOD Executive Agent for Low-Level Radioactive Waste (LLRW). Plan, direct and control the Radioactive Waste Materiel Disposal Program for HQ, Department of the Army (HQDA) worldwide, manage the worldwide retrograde of radio-logically contaminated materiel, and manage Nuclear Regulatory Commission (NRC) licenses for assigned commodities. Service to the DOD customers is provided on a reimbursable basis, maintaining a central inventory of DOD disposals, fostering relationships with licensing agencies, providing LLRW guidance and technical assistance, maintaining disposal records, compiling federal and state disposal requirements, and providing an annual report to DOD.

q. Develop, manage, and direct the Industrial Preparedness Program for assigned items.

w. Plan, direct, and execute integrated supply and stock control (including storage policy and management), cataloging, materiel utilization, preparation of supply publications, and disposal for assigned materiel consistent with national inventory control points and DOD 5160-65-M.

x. Manage international logistics operations related to assigned materiel. Participate in various international logistics, technical and scientific information exchange and cooperation programs in support of OSC mission items.

y. Provide support as requested through memoranda of agreement (MOA) to program/project/product managers (PMO, AMC

MSCs and other Government agencies.

z. Determine requirements for contingency plans and general/limited war reserves (Continental United States (CONUS) and outside Continental United States (OCONUS); manage the CONUS-obligated war reserve for assigned items; review and process operational projects; develop capability and readiness reports for war reserves, as required.

aa. Plan, direct, and/or operate pilot production and process lines for assigned materiel and assist in the management of quantity of production of assigned materiel.

ab. Develop, manage, and direct the execution of transportation and traffic management policies, plans, and programs (including transportability and availability of restraint systems for containerized shipments) for assigned missions and materiel movements.

ac. Provide for the maintenance, utilization, control, operation and security of AMC master duplicate emergency files depository (MDEFD) and the AMC technical data records repository. Maintain the master technical data package (TDP) repository and make all changes to TDPs, to include remaining nuclear weapons components.

ad. Manage the ammunition peculiar equipment (APE) program.

ae. Plan, manage, and conduct a Selected Acquisitions Information and Management Systems (SAIMS) Program for materiel assigned to OSC.

af. Issue suspension and restriction notices after coordination with involved agencies and support malfunction investigations, covering types and individual lots of nonnuclear and chemical munitions.

ag. Plan and control/coordinate the efforts of contractors and other Government agencies in the procurement of assigned materiel after transition.

ah. Establish, direct, and assure the implementation of a safety program encompassing the safety and health of OSC personnel, loss prevention for facilities and equipment of the command, and safety support to users of command materiel.

ai. Provide product improvement support for fielded OSC mission items.

aj. Exercise centralized management to plan, program, budget, manage, and execute the OSC modification work order (MWO) program, to include memoranda of understanding (MOU) modification application plans, and MWO kit applications.

ak. Manage, through the U.S. Army Defense Ammunition Center (USADAC), the Ammunition Specialist Career Program; the execution of the DA Worldwide Ammunition Logistics Support and Review Program, including AMC and OSC installations; the DA program for standardization for guided missile, toxic chemical, nuclear weapons, and related ground support equipment items; and the design of APE items and systems.

al. Conduct the Committee for Ammunition Logistics Support (CALS) Program for AMC.

am. Plan, conduct and manage an effective Value Engineering/ Value Analysis Program on both hardware and software under the purview of the OSC Commander in order to generate assets which can be reprogrammed to enhance Army readiness.

an. Prepare to deploy OSC personnel and equipment as part of the Logistics Support Element.

ao. Provide combat service support sustainment training for Reserve Component (RC) individuals and units on a counterpart subject matter basis in coordination with the U.S. Army Forces Command (FORSCOM), National Guard Bureau (NGB), and Office of the Chief of Army Reserve.

ap. Manage and direct all community and family activities programs (Army family support, community recreation, community business operations, community financial management/services) and the quality of the life within the OSC system.

aq. Manage test program set support centers assigned to OSC.

ar. Manage the OSC Small and Disadvantaged Business Utilization (SADBU) Program.

as. Management the civilian personnel management program in conformity with Federal laws and departmental guidelines by providing staff supervision, evaluation, advice and direction for OSC.

at. Manage the development and proliferation of the logistical application of marking and reading symbology and microcircuit technology in logistics applications program applications within OSC.

au. Direct and manage the defense regional interservice support program within OSC.

av. Establish and maintain the OSC Nuclear and Chemical Surety Program.

aw. Provide aggregate storage site(s) and specified services for prepositioning Third U.S. Army war reserve materiel in CONUS.

ax. Plan and perform total package fielding operations in support of the Army Force Modernization Program, including the operation of unit materiel fielding points and OCONUS staging sites and the retrograde/refueling of displaced/replaced systems.

az. Manage the OSC test, measurement, and diagnostic equipment (TMDE) and automatic test equipment (ATE) programs.

ba. Manage the OSC industrial plant equipment (IPE) program.

bb. Develop, formulate and administer the OSC Historical Program in coordination with HQ AMC.

bc. Develop and promulgate OSC operations, civil disturbance, disaster control, postal augmentation, and other contingency plans. Review and approve supporting and associated plans of all subordinate installations/activities. Manage and direct readiness plans and programs, to include OSC support to deploying units.

bd. Plan, direct and manage the equal opportunity and equal employment programs in HQ OSC and subordinate activities.

be. Manage the asset capitalization program, base-level commercial equipment, and productivity enhancing programs of acquisition of capital equipment, including technical and engineering reviews and approvals, planning, programming, budgeting, and execution.

bf. Plan, direct and manage the Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) within OSC.

bg. Manage full range of military personnel support for OSC, to include policy, strength management, personnel management, personnel actions, awards, decorations, retention, and OCONUS travel.

bh. Plan, direct and manage the OSC Public Affairs Program in the HQ and subordinate installations/activities.

bi. Manage, conduct and coordinate inspector general activities throughout OSC.

bj. Manage the hazardous waste minimization program. Direct and staff supervise the OSC program for prevention, control, and abatement of environmental pollution relating to installations, facilities, and materiel. Ensure that all OSC elements plan, program, execute, operate and report their activities in an environmentally acceptable manner; staff supervise the solid waste and toxic hazardous programs; and assure leadership by all IOC elements in pollution control according to provision of public laws and executive orders.

bk. Manage OSC Capability/Capacity Engineering Data Reporting System (CEDARS) Program.

bl. Coordinate the OSC automated storage and retrieval system and provide modern maintenance, parts, storage and retrieval.

bm. Support MSCs/PM/Program Executive Officers (PEOs) in prototyping and testing of modification on redesign of small quantities of OSC manufactured existing systems or subsystems.

bn. Access, screen and extract data from the contractor-acquired property and Defense General Supply Center (DGSC), Richmond, VA, data bases to identify, request and acquire excess/available equipment for redistribution to OSC-assigned industrial complexes.

bo. Integrate procurement appropriations (PA) equipment with military construction, Army (MCA) and asset capitalization programs.

bp. Conduct on-site equipment reviews with MSCs, PMs, PEOs, and assigned industrial complexes.

bq. Manage the annual preparation of the 5-year comprehensive installation development plans (CIDT).

br. Manage the Army Family Housing Program and real estate acquisitions, disposal, and utilization management programs.

bs. Manage CONUS and OCONUS port operations to reconstitute and perform maintenance cycles on Army Reserve stock aboard prepositioned ships.

bt. Manage custodial inventory records of Army Reserve stock worldwide and CONUS operational project stocks.

bu. Manage and adjust local Director of Information Management (DOIM) activities to officially support HQ OSC.

bv. Manage all OSC DOIMs to officially support all OSC requirements.

bw. Plan, direct, and execute the standardization, technical data management, technical information, data management, application of specifications and standards (AR 700-70), and configuration management programs for assigned items/systems. Serve as the proponent for DOD standardization for designated federal supply classes and standardization areas. Exercise final authority over configuration changes for items/systems under its management responsibility.

bx. Plan, coordinate, and direct all mission and functional activities required to manage the worldwide Logistics Assistance Program (LAP).

by. Manage, establish, coordinate, and implement policy and performs program management duties for the Department of Army (DA) LAP and serves as the DA Executive Agent for AR 700-4.

bz. Serves as the AMC Executive Agent for AMCR 700-19, LAP Mobility Program, and AMCR 500-4, LAP Mobilization Contingency/ Humanitarian Relief and Exercise Planning and Management.

ca. Provides technical advice to AMC and DA Civilians on Battlefield Task Forces.

cb. Represents the CG, AMC, at major installations throughout CONUS, Europe, Korea, Panama, Saudi Arabia, Kuwait, Hawaii, and Alaska in all logistics matters of mutual AMC interest.

cc. Serves as the Program Manager for the Logistics Assistance Elements (LSE) Program and provides technical and specialized staff assistance for the Theater LSEs.

cd. Execute program manager contingency functions in response to the deployed LSE during all exercises and contingencies.

ce. Maintain the AMC Contingency LSE TDA, validates personnel requirements, and assists in the development of policy and doctrine for the LSE program. Serves as AMC focal point for the development of emerging doctrine and inclusion in FM 63-11, LSE Tactics, Techniques and Procedures.

cf. Facilitates deliberate and crisis action planning throughout AMC.

cg. Manages the LSE International Maritime Satellite fleet.

ch. Executes acquisition oversight and management of deployable LSE property.

ci. Exercises authority to direct overall policy, planning, and assignment of tasks over all assigned AMC Field organizational element/personnel located in Europe, Far East, Southwest Asia, CONUS, and Afloat, when and where necessary to ensure a unified direction in support of the theater.

cj. Serves as the central emergency, contingency and contingency planning element for all AMC Field elements. (Command and control relationships upon mobilization are subject to conditions stated in the LSE Transition-to-War Plans.)

ck. Serves as the AMC field integrator of all logistics requirements throughout the globe.

cl. Plan, manage, supervise and direct the AMC contractual assistance program (PM, LOGCAP) in peacetime to provide a pre-planned crisis response capability through advanced identification, planned acquisition and use of global corporate resources. This includes management of the AMC Contract event execution, maintains the PM charter, analyze LOGCAP performance and direct corrective action as necessary, provide technical advice to the source selection authority, appoint project managers as required and direct and control event execution.

CHAPTER 2

OSC STRUCTURE AND OPERATIONS

2-01. U.S. ARMY OPERATIONS SUPPORT COMMAND OSC) CONCEPT OF OPERATIONS.

a. The OSC is a multi-faceted, multi-sited AMC MSC with corporate headquarters at Rock Island Arsenal (RIA), Illinois.

b. The permanent OSC structure and concept of operations are process driven and customer satisfaction oriented. The traditional functional organization approach has given way to a streamlined process oriented OSC structure utilizing a teaming approach to management. The outcome is a flatter organization that reduces management layering and places maximum personnel resources in core mission areas.

c. The OSC commands organic Army depots, depot activities, arsenals, active/inactive ammunition plants, and other AMC active industrial activities. The Command manages the Army's industrial base to provide its customers with high quality materiel and services, when and where needed, at the lowest practical cost.

d. The OSC operates on a reimbursable basis using the stabilized rate concept with customers that include AMC MSCs, Program Executive Officers (PEOs)/Program Managers (PMs), other military services, foreign governments, other federal agencies, and the Conventional Ammunition Working Capital Fund (CAWCF).

e. **The Law Center** provides legal advice on all legal matters arising within the OSC.

f. **The Human Resource Management Center (HRMC)** plans, manages, administers, and evaluates the Command's Human Resource programs for civilian/military personnel, career development, and training. The Civilian Personnel Team formulates command personnel management plans/goals/objectives, and provides staff direction, guidance, and support to OSC installations/activities for assigned functions. The Military Personnel Team develops and exercises staff supervision over the placement, utilization, requisitioning, and distribution of military personnel.

g. **The Resource Management Center (RMC)** manages and controls all command resources. The RMC directs and integrates OSC elements through teams focused on assigned mission areas: OSC Budget, Manpower and Force Management; Finance and Accounting; Resource Systems; Program Management and Analysis; and Value Engineering teams.

h. **The Information Management Center (IMC)** researches, plans, develops, and performs command information architecture and technology insertion necessary to support the Command's business processes. Teams are grouped by function: Advanced Technology and Database, Customer Interface and Planning, Business Applications, and End Users Support.

i. **The Contracting and Principal Assistant For Contracting (PARC) Center** executes procurement for OSC, advises about procurement policy, and ensures compliance with procurement policies. Teams are responsible for a facility or a commodity. The Acquisition Reform Team seeks a more efficient and less costly way to purchase OSC requirements.

j. **The Security Assistance Management Center (SAMC)** manages the OSC Security Assistance (SA) programs, enabling foreign countries/international organizations to timely acquire quality conventional ammunition, industrial operations support, training, and related logistics support. The Ammunition Management Team plans, controls, and monitors all OSC Foreign Military Sales (FMS) ammunition programs, logistically and financially, to meet country requirements and program objectives. The Program Management Team formulates policy and tracks/reports the status of SAMC's ammunition programs. The Coproduction Team coordinates, controls, and evaluates all aspects of coproduction and/or licensed production

k. **The Readiness Center** develops, implements and maintains the OSC's "Go to War" readiness plans, posture, and liaisons for supporting the warfighter. The Center exercises managerial control of emergency planning and operations center activity. The Center develops and manages the Command transportation and traffic management programs for conventional ammunition and the joint services. This Center serves as a focal point for whole-sale ammunition logistics doctrine development.

l. **The Special Staff reporting to the Command Group** includes:

(1) **Secretary of the General Staff** acts as the executive officer for the Chief of Staff (CS) and as office manager for the Command Group, and oversees visits by foreign/U.S. dignitaries to the Command.

(2) **The Equal Employment Opportunity (EEO)/Equal Opportunity (EO) Team** directs and manages the OSC EEO Program, establishes program objectives, develops plans and procedures for implementation of programs, analyzes the results, and measures progress.

(3) **The Provost Marshal/Intelligence Team** serves as the Command Provost Marshal and Senior Intelligence Officer providing, formulating, and directing the execution of physical security, law enforcement, counterintelligence, foreign intelligence, special security plans, policy, and programs to protect and support the Command's assets, programs and projects.

(4) **The National Guard Advisor** serves as the Army National Guard (ARNG) Training and Logistical Advisor to OSC, recommends initiatives that enhance support to ARNG units, reviews the development of policies of mutual impact with National Guard Bureau (NGB) and OSC staff, and acts as liaison between NGB and OSC activities for the Dedicated Procurement, Force Modernization, Depot, and Readiness Programs.

(5) **The Inspector General (IG) Team** inquires into and reports upon matters that pertain to the performance of mission and the state of discipline, efficiency, economy, and morale within OSC.

(6) **The Public Affairs Team** develops, directs, implements, and evaluates public affairs and history programs for the OSC and its subordinates.

(7) **The Internal Review and Audit Compliance (IRAC) Team** directs, coordinates, and carries out OSC internal audits, and maintains surveillance and follow-up of all audits and reviews performed by audit organizations external to the Command.

(8) **The Small Business Team** directs, promotes, and controls the Small and Disadvantaged Business Utilization objectives.

(9) **The Business Relations Team** represents the Commanding General (CG) in competition and business relationships between the OSC and industry, and directs and guides policies/actions of the Command Competition Program. The team provides staffing advice to the CG/SMCA Center with respect to command management policies and procedures relating to the SMCA. They interpret and implement command-wide SMCA policies/procedures, and provide the focal point for day-to-day coordination and control between the SMCA mission as a whole.

(10) **The Command Surgeon Team** develops and oversees the Army Occupational Health Program at OSC, acts as chief medical advisor to the CG, and provides guidance in medical matters.

(11) **The Unit Ministry Team (UMT)** provides religious support for all U.S. military personnel, DA/DOD civilians, and their family members.

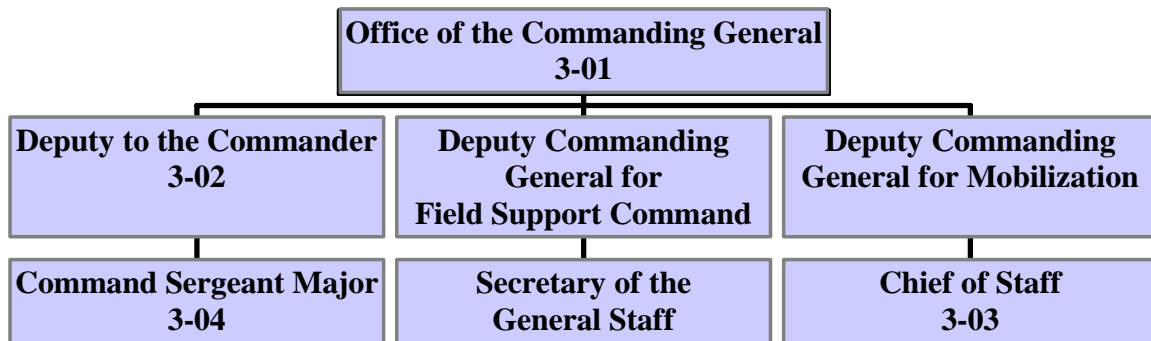
(12) **The Safety and Radioactive Waste Team** provides centralized policy/direction, exercises managerial authority over the Low Level Radioactive Waste (LLRW) Disposal Program, and provides safety integration into OSC business processes.

(13) **The Strategic Concepts and Innovations Team** provides future innovative concepts for management and operation of the Army's industrial base.

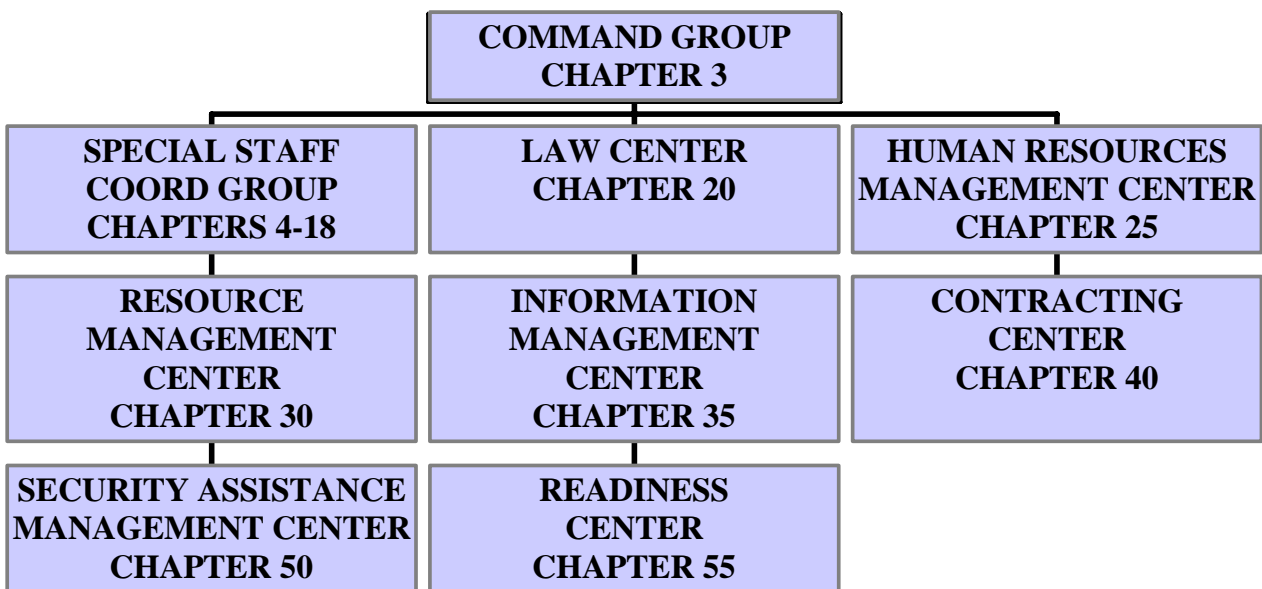
(14) **The Command Analysis Team** plans, directs, and controls the cost/systems/economic analysis programs for all OSC programs and activities.

(15) **The Transition Team** ensures the approved OSC Task Force initiatives are sustained and executed through appropriate OSC staff elements and ensures all OSC stand-up (Phase II and Phase III) objectives are executed.

COMMAND GROUP



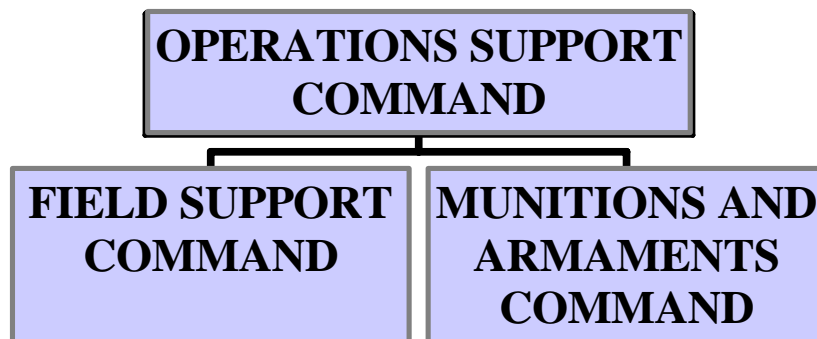
HEADQUARTERS U.S. ARMY OPERATIONS SUPPORT COMMAND



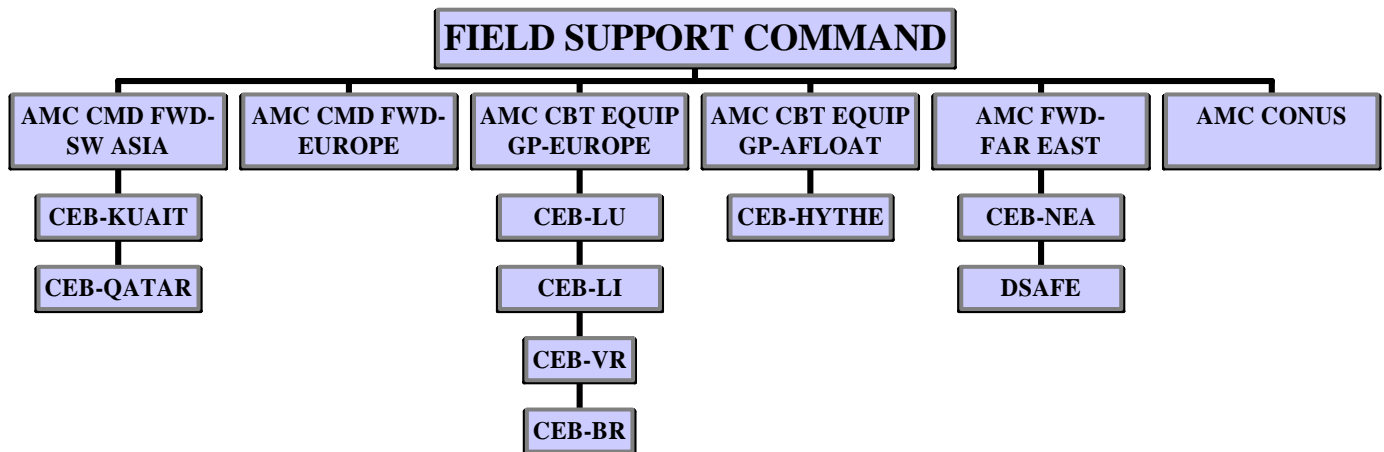
SPECIAL STAFF REPORTING TO THE COMMAND GROUP



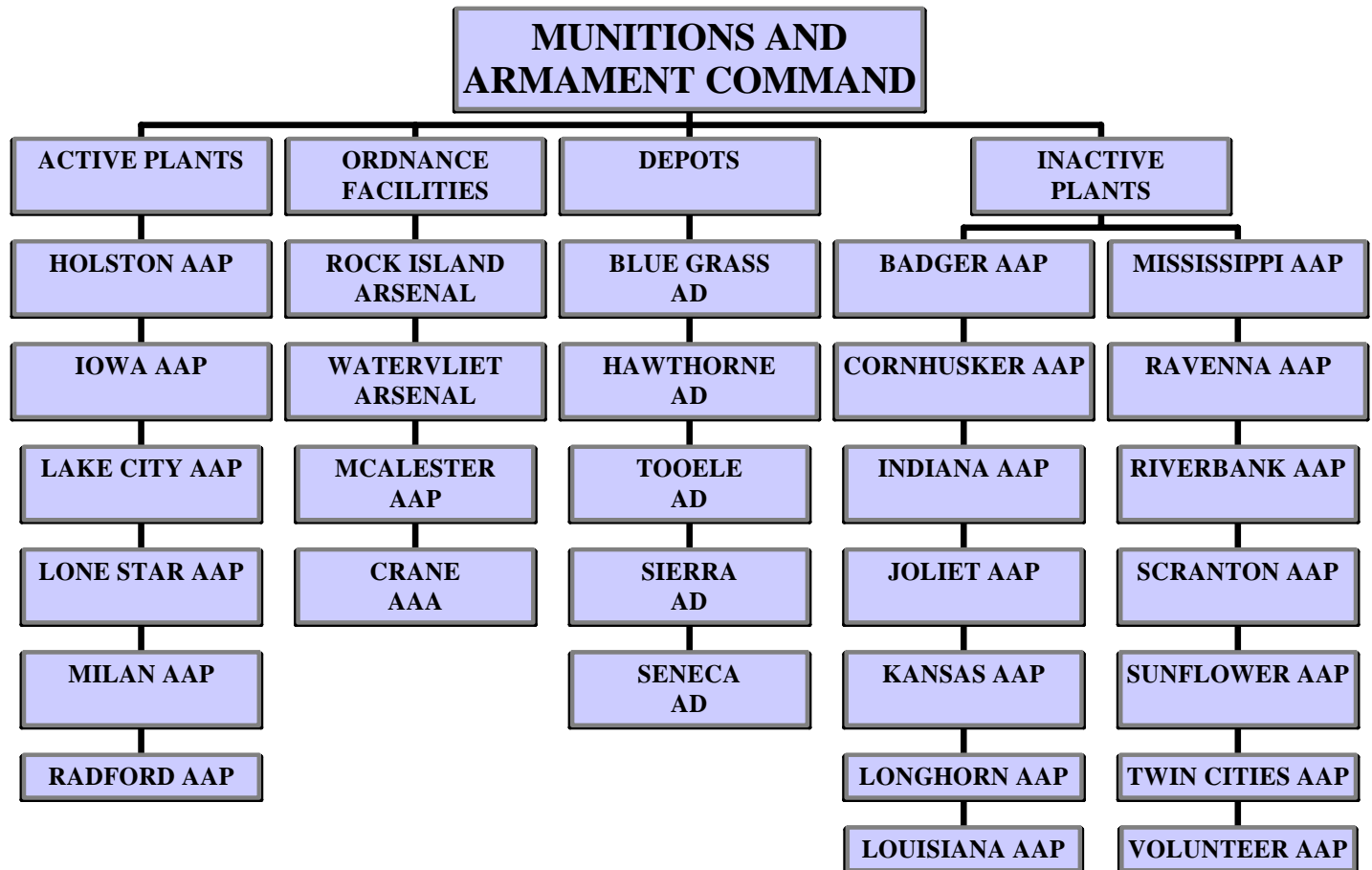
OPERATIONS SUPPORT COMMAND



FIELD SUPPORT COMMAND



MUNITIONS AND ARMAMENT COMMAND



CHAPTER 3**COMMAND GROUP**3-01. OFFICE OF THE COMMANDING GENERAL (AMSOS-CG).

MISSION: To direct accomplishment of the OSC mission and command all elements, units, and personnel of the Command. To delegate specific and/or extraordinary authority as assigned to ensure performance of appropriate duties as specified in AR 210-10.

3-02. OFFICE OF THE DEPUTY TO THE COMMANDER (AMSOS-DC).

MISSION: To act for the Commanding General (CG) in exercising command authority for Procurement, Readiness, Single Manager for Conventional Ammunition (SMCA) and Industrial Operations actions, and act for the CG in his absence. As designated, to exercise and direct specific elements and functions assigned by the CG.

3-03. OFFICE OF THE CHIEF OF STAFF (AMSOS-CS).

MISSION: To act as principal agent of the CG for the coordination and administration of the HQ. To direct, integrate and supervise HQ OSC elements, and ensure continuity of operations at the HQ in event of an emergency. To provide staff leadership and guidance to all OSC elements with respect to the military equal opportunity program, plans and reports.

3-04. OFFICE OF THE COMMAND SERGEANT MAJOR (AMSOS-CSM).

MISSION: To act as principal noncommissioned officer advisor to the CG in matters pertaining to the welfare and morale of enlisted personnel.

CHAPTER 4**SECRETARY OF THE GENERAL STAFF**4-01. SECRETARY OF THE GENERAL STAFF (AMSOS-GS).

a. MISSION: To act as the executive officer for the CS and as office manager for the Command Group. To direct AMC/OSC Commanders Conferences, Executive Steering Committee Conferences and periodic In-Process Reviews (IPRs) by the CG, AMC, and other high ranking officials. To oversee the operation of the Staff Action Control Office (SACO), the Administrative Office and the Protocol Office.

b. FUNCTIONS:

(1) Oversee Command Group Tasker System.

(2) Provide staff direction for all AMC/OSC Commanders' Conferences and Executive Steering Committee Conferences. Control the agenda, prepare briefings/information summaries, disseminate taskings, and validate required responses. Maintain the OSC database of taskings and actions taken in response for use by the CG.

(3) Provide staff direction for periodic IPRs of OSC performance for CG, AMC, or other General Officers as required. Ensure senior executives/Command Group review briefings before presentation. Control the agenda and ensure someone records, disseminates, and completes all taskers.

(4) Coordinate command absence calendar and Command Group travel during the year.

(5) Oversee Command Group personnel actions, internal operating budget, property accountability, supplies, computer actions, office space utilization, records management, and automation initiative requirements command-wide.

(6) Oversee typing/reproduction of official mail for Command Group and filing of official Command Group signature packages. Maintain office records for the Command Group. Review/process all official correspondence, both classified and unclassified.

(7) The Labor Corporate Ombudsmen develops an Alternative Dispute Resolution Program with the goal to reduce complaints and costs through alternative methods of dispute

resolution. This position serves as a clearing house for employees and managers on all employment related disputes. Serves as the OSC liaison with Unions and with the CPAC/CPOC Personnel Community.

4-02. PROTOCOL (AMSOS-GSP).

- a. MISSION: Oversee the operation of the Protocol Office.
- b. FUNCTIONS: Oversee visits by foreign/U.S. dignitaries to the Command, reception of official visitors, major meetings/conferences/ceremonies/official socials. Oversee maintenance of officer roster, Secretary of the Army Representation Fund and changes of command at HQ and subordinate installations.

CHAPTER 5**5-01. EQUAL EMPLOYMENT OPPORTUNITY/EQUAL OPPORTUNITY TEAM (AMSOS-EE).**

a. **MISSION:** To direct and manage the OSC Equal Employment Opportunity (EEO) Program. To formulate and recommend policies, establish program objectives, develop EEO/EO plans and procedures for implementation of these programs, to analyze the results and measure progress.

b. **FUNCTIONS:**

(1) Act as principal advisor to the OSC CG/Command Group on technical EEO/EO matters regarding the Command EEO/EO Program.

(2) Provide EEO/EO Program policy, guidance, and assistance to all OSC activities.

(3) Develop, implement, and monitor the Command-wide OSC affirmative employment program plan (AEPP).

(4) Provide policy guidance/staff oversight to OSC activities as they develop and execute AEPPs, directing changes as needed.

(5) Conduct analysis of AEPP accomplishments, and publish and distribute an annual report.

(6) Serve as a clearinghouse for data on OSC special emphasis programs; i.e., Federal Women's Program, and employment programs for Hispanics, Blacks, Asians, American Indians, the disabled, etc.

(7) Provide policy guidance for processing EEO/EO complaints in the OSC. Analyze discrimination complaints OSC-wide, note potential systemic problems or trends and recommend solutions.

(8) Process discrimination complaints against OSC activity commanders or EEO officials.

(9) Conduct EEO/EO Program evaluations for efficiency, effectiveness and adherence to regulations at OSC activities. Assist on-site staff on request or when determined to be necessary.

(10) Provide guidance to OSC activities on EEO

automation and electronic communication efforts.

(11) Provide input to activity commanders on EEO officer selections. Advise OSC Command Group and activity commanders on appropriate EEO staffing levels.

(12) Serve as the OSC Command Career Program Manager for Career Program 28, Equal Employment Opportunity.

(13) Provide periodic Staff Assistance Visits throughout the Command.

CHAPTER 6**6-01. PROVOST MARSHAL/INTELLIGENCE TEAM (AMSOS-SC).**

a. MISSION: To serve as the Command Provost Marshal, Security Manager and Senior Intelligence Officer. Provide, formulate, and direct the execution of physical security, law enforcement, force protection, counterintelligence, foreign intelligence, special security plans, policy, and programs to protect and support the Command's personnel, assets, programs, and projects. Provide staff supervision and assistance to all HQ OSC elements, HQ MAC elements, HQ FSC elements, subordinate arsenals, plants, depots, and activities, as well as specified tenants.

b. FUNCTIONS:

(1) Force Protection and Antiterrorism.

(a) Manage OSC Antiterrorism/Force (AT/FP) Protection Program, providing technical expertise and assistance to OSC/MAC/FSC sites, and integrate supporting security programs into a single cohesive approach.

(b) Provide METL tasking to installation commanders that meet DoD, DA, AMC and OSC AT/FP objectives.

(c) Manage installation AT/FP programs for sites not having proper resources. Provide HQ, AMC recommendations, shortfalls and data to support AT/FP Objectives.

(d) Conduct on-site visits as directed to ensure AT/FP measures are being employed.

(2) Law Enforcement Operations.

(a) Manage and provide technical expertise on all OSC law enforcement programs, including serious incident reporting, workers' compensation cost reduction, Military Police Management Information System, use of force, and conduct of investigations.

(b) Maintain liaison with local, state, and federal law enforcement agencies to obtain information used in the development of threat identification against OSC/MAC/FSC assets.

(c) Perform criminal and administrative investigations, and act as liaison with other law enforcement agencies performing investigations involving OSC/MAC/FSC interests.

(d) Provide support to the antiterrorism and force protection program.

(3) Physical Security Operations.

(a) Manage the OSC/MAC/FSC physical security program, provide technical expertise, guidance and policy in all areas of physical security operations.

(b) Provide support to the antiterrorism and force protection program.

(c) Coordinate evaluations and use of new fixed and mobile technology and systems for detection, surveillance, assessment and response.

(4) Counterintelligence Operations.

(a) Manage, coordinate, and provide staff supervision over all aspects of counterintelligence, information security, operations security, and support to the anti-terrorism and force protection program.

(b) Assist, support, and advise OSC installations, activities and other entities concerning personnel security clearance actions.

(c) Establish and maintain procedures for accurate and uniform reporting of security incidents or violations throughout the Command.

(d) Manage, support and advise for all aspects of the foreign disclosure program. Serve as the command point of contact for foreign disclosure.

(e) Establish and maintain command policies and procedures for special access programs and limited access programs.

(5) Foreign Intelligence Operations.

(a) Keep the Commanders of OSC, MAC and FSC, and their staffs abreast of critical world/national situations, significant foreign scientific developments, fieldings, and current systems.

(b) Serve as command point of contact for foreign intelligence activities and as primary advisor to the Commander in all aspects of foreign intelligence.

(c) Establish and maintain command policies and procedures for sensitive compartmented information.

(d) Prepare and publish various publications related to foreign intelligence.

(e) Support the antiterrorism and force protection mission.

CHAPTER 8**8-01. INSPECTOR GENERAL (IG) TEAM (AMSOS-IG).**

a. MISSION: To inquire into and report upon matters that pertain to the performance of mission and the state of discipline, efficiency, economy, and morale within the OSC. Extend the CG's eyes, ears, voice, and conscience throughout the OSC. Implement IG policies within the OSC and perform such other duties required by law and regulations, or as directed by the CG. Exercise broad proponent inspection policy responsibility to ensure all offices establish and implement appropriate inspection programs at all necessary levels.

b. FUNCTIONS:

(1) Plan and conduct IG inspections, surveys, studies, and special assessments as directed by appropriate authority, for HQ OSC and subordinate activities.

(2) Provide oversight of the OSC command assessment program and supervise the command inspection program (CIP) coordinator.

(3) Conduct follow-up of IG and CIP inspection findings and deficiencies to establish the effectiveness of corrective actions.

(4) Develop and maintain an annual consolidated master schedule of all oversight activities at OSC installations per OSCR 1-1.

(5) Provide Intelligence Oversight of intelligence activities and components within the OSC per AR 20-1, paragraph 1-4b(7) and AR 381-10.

(6) Teach Army policy, procedures, systems and processes to OSC employees.

(7) Provide liaison, technical, and administrative functional support to visiting higher HQ IG staff.

(8) Review, evaluate, and disseminate higher HQ IG inspection reports.

(9) Plan and conduct investigations/inquiries as directed by the CG and requested by higher HQ IGs. Follow-up to ensure the responsible party takes effective corrective action.

(10) Receive, analyze, evaluate and act on complaints, requests for assistance, or information. Ensure appropriate actions are in process to resolve the issue.

(11) Conduct IG assistance visits to OSC installations and activities to identify problems, evaluate morale, assist soldiers and employees, and provide commanders timely feedback.

(12) Coordinate with appropriate OSC legal counsel/criminal investigation agencies, higher HQ, IG elements, and external criminal investigative authorities on allegations with criminal implications.

(13) Evaluate and recommend nominees for the position of OSC Acting IG. Ensure that Acting IGs have proper training, and guide them in the performance of IG duties.

(14) Perform trend analysis of issues that may affect mission performance and/or Army or command goals.

(15) Perform IG information management functions involving the IG Worldwide Network (IGNET) database.

(16) During the normal course of IG inspections, consider internal management controls in the assessment of systemic issues, per AR 11-2, address identified problems, and effectively implement requirements.

(17) Provide all services to IG OSC subordinates to include the Field Support Command, U.S. Army Munitions and Armaments Command, and all depots, arsenals, ammunition plants and activities.

CHAPTER 99-01. PUBLIC AFFAIRS TEAM (AMSOS-PA).

a. MISSION: Develop, direct, implement, and evaluate public affairs and history programs for the OSC and its subordinates.

b. FUNCTIONS:

(1) Analyze the information needs of the public and OSC associates.

(2) Clear information for public release.

(3) Inform the public, directly and through the media.

(4) Inform OSC associates.

(5) Foster good relations between the Command and its many publics.

(6) Advise the CG, subordinate commanders and their staffs.

(7) Lead and train public affairs associates throughout the Command.

(8) Plan for contingencies.

(9) Be the Command's institutional memory.

(10) Be the Primary POC for Industrial Base Marketing, to include representing the OSC at various Military Trade Shows (Navy, Air Force, Marine Corps, and Army), Industry related Symposia (Demil Symposium. Ammo Summitt etc.), MSC APBIs, and other Ammo or Military related events, trade shows, exhibitions and/or expositions.

(11) Be the primary POC/liaison with AMC concerning OSC's participation at the Annual Meeting of the Association of the U.S. Army, both fall and winter meeting.

(12) Be the primary POC for all marketing related publications; i.e., Capability Book, OSC Command Overview Brochure and/or any other marketing tools, videos, correspondence and informational literature.

CHAPTER 1010-01. INTERNAL REVIEW AND AUDIT COMPLIANCE (IRAC) TEAM
(AMSOS-IA).

a. MISSION: To direct, coordinate and carry out the Command IRAC Program. Formulate, direct, and coordinate policies and programs to conduct OSC internal audits, and for the surveillance and follow-up of all audits and reviews performed by audit organizations external to the Command. Maintain surveillance of IRAC functions at OSC industrial complexes.

b. FUNCTIONS:

(1) Conduct audits of OSC functions or entities with known or suspected problems, determine cause and scope of the problem and develop recommendations to resolve them.

(2) Manage execution of major internal audits. Provide direction on objectives, scope, audit guide development, resource requirements and preparation of reports.

(3) Provide audit expertise to the OSC legal staff, Provost Marshal, Inspector General (IG), and U.S. Army Criminal Investigation Command in their investigation of improper and illegal acts.

(4) Implement the OSC Audit Follow-up Program. Initiate on-site follow-up to verify correction of all agreed to problems and reported conditions.

(5) Serve as the principle POC for audits by General Accounting Office (GAO), Department of Defense Inspector General-Audit (DODIG-Audit), Army Audit Agency (AAA), and commercial audit firms.

(6) Represent the Command for all external audits in the OSC, acting as a liaison between the auditors and command elements. Review audit objectives to preclude unnecessary duplication.

(7) Manage the system for responses to external audits and serve as liaison between U.S. Army Materiel Command (AMC) and the Command on audit compliance matters.

(8) Maintain an automated Audit Information System that provides management information on auditable entities within the Command and the results of internal and external

audit efforts.

(9) Develop audit trend reports for recurring management problems if needed.

(10) Prepare all reporting requirements for command and higher HQ necessary for the execution of the IRAC program.

(11) Provide guidance, direction, and assistance to IRAC operations within OSC. Perform on-site Audit Quality Control Reviews of OSC IRAC offices at industrial complexes.

(12) Evaluate industrial complex audit findings for compliance with audit standards of the Comptroller General. Use significant findings in an audit alert network.

(13) Provide technical audit information and significant changes affecting IRAC operations to industrial complex internal review offices.

(14) Perform unprogrammed quick response audits for the Commander geared to prevent problems or address an immediate known problem.

(15) Provide advice to commanders/senior managers; develop and issue guidance on policies/procedures governing command actions related to audits.

CHAPTER 1111-01. SMALL BUSINESS TEAM (AMSOS-SB).

a. MISSION: To direct, promote and control, pursuant to statute, regulation, and executive and legislative policies, the OSC Small and Disadvantaged Business Utilization (SADBU) objectives. The SADBU program consists of 10 major goals and bench-marks, as well as, several other acquisition related socioeconomic programs and initiatives.

b. FUNCTIONS:

(1) Advise the CG, centers and teams on all matters pertaining to the SADBU program objectives.

(2) Interpret, implement, distribute higher echelon policies, and formulate procedures with a view toward promoting and enhancing the SADBU program.

(3) Review all proposed procurements over small purchase threshold and recommend them to be set-aside when appropriate.

(4) In consonance with higher HQ directive, serve as the focal point for industry inquiries concerning policy, procedures, and methods associated with the acquisition process.

(5) Serve as liaison between procurement activities and other Government agencies to provide maximum assistance to the SADBU program.

(6) Assign SADBU goals to subordinate activities within the OSC and monitor their performance. Develop, maintain, review, analyze and report data on the SADBU program.

(7) Exercise program controls and provide guidance to SADBU specialists at all OSC installations/activities.

(8) Represent the Command on SADBU matters at meetings with industry and other Government agencies/installations.

(9) Assist contracting officers to assure full application of the SADBU policy for prime contractors and major subcontractors.

(10) Maintain a program designed to identify capable small and small disadvantaged business concerns for current and future OSC acquisitions.

(11) Support members of Congress and other Government agencies through participation in business opportunity conferences.

(12) Advocate for all socioeconomic programs in compliance with Public Law, Federal Acquisition Regulation, and DOD/HQDA Regulations and guidance.

(13) Actively foster the objectives and goals of the Federal Prison Industries, the National Industries for the Blind, and the National Industries for the Severely Handicapped.

(14) Provide technical assistance and support to the OSC Small Business Program.

CHAPTER 12**12-01. BUSINESS RELATIONS TEAM (AMSOS-BR).**

a. MISSION: To serve as: a conduit between the OSC and our customers/suppliers, the OSC Special Advocate for Competition, the Command Ombudsman, the Task order Ombudsman, the Commercial Item Advocate, and the OSC Customer Support Champion. To manage the Command's competition and ombudsman programs. To represent the CG in business relationships between the OSC and industry. Pursuant to statute, direct and guide policies/actions of the command competition program. As Command Competition Advocate, challenge barriers to competition and promote nondevelopmental, commercial item acquisitions. To provide principal staffing advice to the CG and the SMCA with respect to command management policies and procedures relating to the SMCA. Interpret and implement command-wide SMCA policies and procedures, and provide the focal point for day-to-day coordination and control between the SMCA mission as a whole. Provide day-to-day direction, coordination and control of the Joint Ordnance Commanders Group (JOCG) activities, and provide the focal point for the Office of the Executive Director for Conventional Ammunition (OEDCA). Provide for OSC participation in Joint Logistics Commanders (JLC) groups/panels/studies.

b. FUNCTIONS:

(1) Review and, if justified, approve noncompetitive acquisitions between \$500,000 and \$10 million; review and concur on all noncompetitive acquisitions over \$10 million requiring Head of Contracting Activity (HCA) or HQDA approval. Challenge noncompetitive acquisition strategies, plans and procurements to ensure competition in the acquisition process.

(2) Develop and monitor the OSC competition goal for HQDA. Identify impediments to remove/initiatives to increase and promote competitive awareness. Conduct adequate market research.

(3) Advise CG on competition matters; i.e., progress toward achieving fiscal year goal, identification of impediments and identification of initiatives to enhance competition.

(4) Oversee implementation of command competition policy, programs and procedures in compliance with Federal Acquisition, DOD and HQDA regulations and guidance.

(5) Receive on behalf of the CG, concerns and requests for assistance from industry or agencies requiring high level review and resolution.

(6) Review and investigate concerns/disputes, and facilitate the resolution of problems through advocacy, persuasion and mediation, without resorting to litigation.

(7) Inform the CG of major issues, requests for assistance, expression of concerns and provide feedback for resolution or recommended action.

(8) Analyze issues raised by industry of indications of systemic problems, explore possible causes and act to effect improvements in Government policies and processes.

(9) Review existing policies and contemplated policy changes to prevent unintended adversity to industry and improve Government/industry interface. Participate as needed in decisions, meetings, or teams concerned with fair application of current policies and their affect on industry.

(10) Be the CG's advocate for a strong production and maintenance base capability necessary to support the Command mission.

(11) Establish and maintain liaison with the principals of all military services for overview and implementations of SMCA functions as related to industry.

(12) Communicate with industry on mid/long range procurement plans and changes in procurement policy, and advocate the Command production and maintenance base. Distribute the Competition Advocate Shopping List.

(13) Organize, with the National Defense Industrial Association (NDIA), quarterly meetings of the Industrial Committee of Ammunition Producers to address concerns and issues.

(14) Represent the Command in meetings with private organizations supporting national defense goals such as the NDIA and the Association of the U.S. Army.

(15) Participate in industry visits with the CG, record significant issues/concerns, and act to address industry concerns.

(16) Internal and external focal point on SMCA; provide advice, guidance and assistance to the CG, SMCA Center and OSC staff.

(17) External focal point with other DOD components to remain aware of conditions and attitudes that affect the SMCA. Meet with representatives of other DOD components.

(18) Direct, coordinate, publish, and/or present periodic and annual reports of accomplishments of the SMCA. Prepare, review, approve, implement and maintain DOD 5160.65-M.

(19) Provide continuity on decisions affecting the SMCA mission, maintain the office of record pertaining to the SMCA mission and provide continuity with all actions by the OEDCA.

(20) Be the liaison to OEDCA. Receive/review all taskings to OSC from OEDCA, initiate/coordinate responses to those taskings and provide status on taskings to OSC and OEDCA.

(21) Be the liaison to the Office of the Secretary of Defense (OSD), Military Service Staffs and Secretariats, JLC and Secretariats, and Joint Technical Coordinating Groups/Panels.

(22) Administer policies and procedures of the JOCG relating to its activities, and establish and maintain the office of record for the JOCG.

(23) Recommend to the JOCG the functions/activities/tasks for the Ordnance subgroup structure.

(24) Review results of JOCG subgroup efforts and make recommendations to the JOCG for their approval.

(25) Represent OSC for SMCA, JLC and JOCG. Represent JOCG at conferences, meetings and symposiums. Prepare and give presentations to the JLC, Military Service Staffs, OSD and other Government/industry groups.

CHAPTER 13**13-01. COMMAND SURGEON TEAM (AMSOS-SG).**

a. MISSION: To develop and oversee the Army Occupational Health Program within the OSC; act as chief medical advisor to the CG; provide guidance involving medical matters to the OSC including the Field Support Command; schedule and coordinate health and environmental surveys at subordinate installations; formulate and disseminate medical policy to subordinate installations within the Command.

b. FUNCTIONS:

(1) Command advisor to OSC community, concerning adequacy of personnel, facilities, supplies and equipment used to support the Occupational Health mission at each installation.

(2) Conduct staff visits to OSC installations to identify problem areas in occupational health and industrial hygiene. Provide staff support and medical advice to other OSC organizations.

(3) Oversight of systems for the early identification of health hazards inherent to the manufacture, testing, storage, use, and disposal of OSC commodities and programs of preventive medicine to deal with these hazards.

(4) Integrate medical planning into mobilization, emergency and other readiness programs in the Command.

(5) Maintain liaison with the U.S. Public Health Service, state health departments and other Governmental and non-Governmental professional organizations, concerning the impact of OSC activities on community health, preventive medicine and its sub-specialties.

CHAPTER 14**14-01. UNIT MINISTRY TEAM (UMT) (AMSOS-CH).**

a. MISSION: To provide religious support for all U.S. military personnel, DA/DOD civilians and their family members.

b. FUNCTIONS:

(1) Serve as personal staff advisor to the CG on all matters within the OSC pertaining to religion, morals and morale as affected by religion, to ensure free exercise of religion at OSC facilities for all U.S. military personnel, DA/DOD civilians and their family members.

(2) Provide support for religious, morals, and morale as affected by religion for subordinate Commanders who do not have assigned UMTs.

(3) Prepare the OSC Command Master Religious Program (CMRP) for each fiscal/training year, which programs comprehensive religious support for all U.S. military personnel, DA/DOD civilians and their family members. The CMRP includes worship, religious education and pastoral counseling/visitation/acts.

(4) Provide ministry to all military personnel in the Rock Island Arsenal (RIA) area who do not have assigned chaplains; e.g., recruiters, under the area coverage principle.

(5) As the closest active duty military chaplain, support the Rock Island National Cemetery.

(6) Administer personnel, financial and property resources in support of the OSC CMRP.

(7) In accordance with (IAW) the Chief of Chaplains' priorities, actively recruit seminarians and clergy to serve as chaplain candidates and chaplains within the reserve and active components.

(8) Assist Commanders with ceremonies and public observances.

(9) Provide UMT technical supervision, training, and professional development for active duty and reserve component UMTs at OSC facilities.

(10) Maintain positive staff relations with UMTs at parallel and higher HQs.

(11) Maintain liaison with religious leaders in the civilian community.

CHAPTER 1515-01. SAFETY AND RADIOACTIVE WASTE TEAM (AMSOS-SF).

MISSION: To direct and manage the Army's Low-Level Radioactive Waste (LLRW) Disposal Program and Command Safety Program.

15-02. RADIOACTIVE WASTE DISPOSAL - RAD WASTE TEAM (AMSOS-SF).

a. MISSION: Plan, direct and control the LLRW, naturally occurring and accelerator-produced radioactive material (NARM), and mixed waste disposal/disposition program for the DOD world-wide (other than Nuclear Navy); to include the execution of support agreements with other agencies related to the disposition of LLRW materials. Manage the Army LLRW program. Manage OSC Nuclear Regulatory Commission (NRC) licenses, the retrograde of radioactively contaminated materials and the Command Radiation Safety Program.

b. FUNCTIONS:

- (1) Act as the DOD Executive Agency for LLRW disposal.
- (2) Act as agent for DOD to foreign, federal, state and local governments on unwanted radioactive material, storage, transport, recycle, reuse and/or disposal.
- (3) Provide LLRW disposition services on a cost-reimbursable basis for DOD components and other federal agencies. Manage reimbursable funds.
- (4) Foster relationships with the states' licensing agencies and compacts on behalf of the DOD LLRW program.
- (5) Provide guidance to installations for management, storage, recycle, reuse and disposal of LLRW.
- (6) Maintain a current compilation of federal and state LLRW disposal requirements.
- (7) After properly disposing of DOD LLRW, maintain records to demonstrate that fact.
- (8) Maintain a central inventory of all LLRW disposed of through the DOD program.

(9) Provide an annual report to the Deputy Under Secretary of Defense (Environmental Security) on the status of DOD's LLRW program.

(10) Develop and administer the budget for the LLRW Disposal program and act as the PM.

(11) Develop and staff Memorandums of Understanding (MOUs) and Interservice Support Agreements (ISAs) as required.

(12) Coordinate the LLRW program activities with the Acquisition Team and other OSC organizations.

(13) Review life cycle controls for disposal costs of LLRW for adequacy and cost effectiveness.

(14) Receive, review, and respond to LLRW generator requests. Determine the best method of disposition, establish fees, and obligate the OSC to remove the LLRW.

(15) Develop scopes of work (SOWs) and perform on-site evaluations of radioactive decontamination projects.

(16) Manage NRC licenses for depleted uranium (DU) ammunition and light antitank weapon rocket sights containing promethium-147.

(17) Establish the Army Contaminated Material Retrograde Team (ACERT), an emergency response team for LLRW incidents or accidents. Develop deployment and training plans to enable the ACERT to accomplish the retrograde mission in CONUS and OCONUS locations.

(18) Evaluate and inspect LLRW contractor facilities IAW the Acquisition Center. Perform compliance audits of DOD generators of LLRW.

(19) Provide training to DOD organizations on LLRW handling, storage, packaging and transportation.

(20) Approve all LLRW disposition actions taken by DOD components.

15-03. SAFETY TEAM (AMSOS-SF).

a. MISSION: Develop and direct the OSC Safety and Occupational Health program (includes but not limited to the following major program elements: Base Operations, Transportation, Ammunition and Explosives, Industrial Operations, Accident Investigation and Reporting, Hazardous Material, System Safety, Radiation Safety, Public Safety, Family and Off-the-Job Safety) to ensure maximum safety consistent with mission requirements in production, acquisition, maintenance and demilitarization of ammunition and explosives. Develop risk management tools for the safe decontamination and disposal of real personnel property of the Command. Eliminate systemic risk from commodities produced/managed by the Command; develop risk management tools for protection of personnel and property; comply with public laws and regulations regarding safety; and protect the public from OSC hazardous operations. Provide matrix safety support to the Munitions and Armament Command (MAC) and the Field Support Command (FSC) as Safety Office for those commands.

b. FUNCTIONS:

(1) Assess risk throughout Command operations and develop control methods.

(2) Serve as Command Safety Director for the MAC and FSC.

(3) Establish OSC safety policy for ammunition, explosives, propellant, pyrotechnic, radiation and industrial operations.

(4) Establish OSC safety policy and provide technical guidance for fire protection issues involving ammunition and hazardous materials.

(5) Establish DOD, DA, and AMC safety policy through membership or chairmanship of HQ, AMC, Policy Action Committees.

(6) Establish OSC guidance for decontamination and disposal of Government/private property exposed to ammunition, explosives, propellant or pyrotechnics.

(7) Provide valid hazard classification for storage and transportation of items containing ammunition, explosives, propellants or pyrotechnics.

(8) Support the JOCG, as the Chair and Primary Member of the Subgroup for Ordnance Safety.

- (9) Serve as Radiation Safety Officer.
- (10) Conduct preoperational surveys of hazardous operations.
- (11) Approve for HQ AMC and HQ OSC, safety evaluations of safety site and construction plans for ammunition, explosives, propellants and pyrotechnics.
- (12) Write and serve as executive agent for the DOD Explosives Safety Board (DDESB) for DOD 4145.26M, the Contractor's Safety Manual for Ammunition and Explosives.
- (13) Assess and recommend action on requests for deviation from mandatory safety requirements.
- (14) Evaluate subordinate safety programs.
- (15) Perform and manage accident investigations for the Command.
- (16) Approve for HQDA ammunition peculiar equipment (APE) and depot maintenance work requirements (DMWRs) for ammunition operations. (HQDA function).
- (17) Approve for HQDA safe separation distance test plans and test results for ammunition and explosives. (HQDA function).
- (18) Design and evaluate tests and experiments to establish safety criteria for hazardous industrial operations, ammunition and explosives.
- (19) Manage safety elements of the Civilian Resource Conservation Program.
- (20) Maintain a safety educational and promotional effort relating to accident prevention techniques and new regulatory requirements.
- (21) As technical authority for safety issues, establish the Command safety position on all activities that affect the form, fit or function of the OSC System Safety program.
- (22) Apply risk management principles to command acquisition processes for ammunition, explosives, propellants, pyrotechnics, related hazardous materials and other items.

CHAPTER 16**16-01. STRATEGIC CONCEPTS AND INNOVATIONS TEAM (AMSOS-CI).**

a. MISSION: Identify, evaluate, and coordinate implementation of future innovative concepts for management and operation of the Army's field support, war reserve, and industrial base missions and for associated public and private sector interfaces. Develop and orchestrate the Command strategic planning process; identify command priorities; direct and coordinate special studies impacting future command direction. Serve as the Command focal point in leading and coordinating capability requirements (near and long term), exploiting new and emerging processes, and determining priorities and potential impacts for all command core competencies. Promote the principles of Total Army Quality, process management and business process reengineering, supporting and assisting incorporation of those changes into command operations.

b. FUNCTIONS:

(1) Serve as the primary strategists for the OSC Command Group and corporate headquarters/entity.

(a) Provides advice and counsel on strategic issues.

(b) Looks for new and innovative ways to keep our core missions healthy and economically viable.

(c) Facilitates the development and maintenance of an OSC future state.

(d) Leads and facilitates the development of command strategies to support the future state.

(e) Leads and facilitates the development of implementation plans to support the strategies.

(f) Works closely with higher headquarters, customers, and industry to foster the implementation of strategic issues.

(g) Develops and maintains important briefings, presentations and similar materials for the Commanding General and Command Group, for use at OSD/DA/AMC and above.

(2) Serve as the Command lead for process management and business process reengineering.

(a) Maintains knowledge of current concepts and

techniques.

(b) Leads and facilitates the implementation of process management.

(c) Leads and facilitates the implementation of business process reengineering.

(3) Serve as the Executive Secretary for the OSC Board of Directors (BoD).

(a) Facilitates scheduled BoD sessions, maintaining data bases of agendas, meeting minutes, presentations and actions.

(b) Facilitates Quality Management Boards as sanctioned by the BoD.

(4) Oversee the implementation of Total Army Quality (TAQ) within the Command, continuously assessing areas for possible improvement. Provide technical expertise to assist commanders and HQ staff in implementing TAQ.

(5) Perform program management for the OSC President's Award for Quality (PAQ) and the Army Communities of Excellence (ACOE) programs.

(6) Assess infrastructure requirements and recommend changes; provide command policy and guidance on base closure and realignment planning and execution, including current and future Base Realignment and Closure (BRAC) actions.

CHAPTER 17**17-01. COMMAND ANALYSIS TEAM (AMSOS-CA).**

a. MISSION: To plan, direct and control the cost/systems/economic analysis programs for all OSC missions and activities. To solve analytical problems and provide information to improve OSC outputs at all levels.

b. FUNCTIONS:

(1) Perform objective studies and analyses to provide timely, relevant, and unbiased information and recommendations for managerial problems and decisions at all organizational levels.

(2) Provide analytical support to the HQ OSC, OSC subordinate activities, higher headquarters and all other MSCs.

(3) Prepare life cycle cost estimates, analyses and studies on OSC-managed materiel, organizations and operations.

(4) Conduct cost and economic analyses on proposed investments/actions affecting HQ OSC and on installation operating costs.

(5) Analyze, develop and disseminate guidance on all OSC investment and expenditure programs to ensure consistent interpretation, accurate cost and economic analysis documentation, and consistent application by subordinate installations.

(6) Serve as the Command focal point for the economic analysis program and inflation guidance.

(7) Conduct studies and analyses to develop methodology to evaluate mission area processes. Develop cost estimating methodologies and models to support resource assessments.

(8) Serve as the point of entry for data calls, special command studies, participation in DOD/DA/AMC study groups, and similar activities.

(9) Serve as the Command proponent for the implementation and maintenance of the OSC Activity Based Costing/Management (ABC/M) System.

(10) Provide operations research and business process reengineering services in the development, reengineering, and

implementation of sound business practices throughout OSC.

(11) Review and validate cost estimates/economic analyses of programs/projects and organizational changes for the OSC and tenant activities at Rock Island. Serve as a separate and identifiable point of registration and control of command cost data before release for official use.

(12) Provide staff support to OSC installations in developing, implementing, and maintaining Earned Value compliant cost/ schedule control systems tailored to their management require-ments.

(13) Ensure OSC contractors maintain Earned Value cost/ schedule controls specified by applicable contract directives.

(14) Support AMC by providing cost analyst expertise to Source Selection Evaluation Boards (SSEBs) and Integrated Product Teams (IPTs).

(15) Participate in and/or lead DOD/DA/AMC studies and modeling efforts.

(16) Integrate command models into Army-wide simulation networks.

(17) Serve as the Command proponent and focal point for Modeling and Simulation.

(18) Provide technology linking subject matter experts with the soldier.

(19) Serve as the Command point of contact (POC) for Artificial Intelligence/Expert Systems, Venture Evaluation Review Techniques (VERT), Risk Analysis and Risk Management for decision making.

(20) Be the Command POC for the Force XXI and Army After Next (AAN) programs.

(21) Serve as PM for the OSC Reinvention Lab changes to include waivers to regulations, policies, etc., for HQ organizations and installations.

(22) Develop and analyze surveys in response to specific managerial questions.

(23) Perform independent research in Operations Research/Systems Analysis (ORSA) related fields to ensure analytical tools and techniques are current.

CHAPTER 18**18-01. OSC TRANSITION TEAM (AMSOS-TR).**

a. MISSION: To ensure the approved OSC Task Force initiatives are sustained and executed through the appropriate OSC staff elements and ensure all OSC stand-up (Phase II and III) objectives are executed.

b. FUNCTIONS:

(1) Wield oversight authority over execution of all OSC Task Force initiatives.

(2) Inform the OSC Steering Committee on an as needed basis (estimated weekly) of all activity, contacts, milestones and key decision points.

(3) Ensure the AMC Field Support Centers' Transition Criteria, outlined in the CG, OSC memo of 30 April 2000, and clarified by CG, AMC on 15 May 2000, are accomplished.

(4) Pursue the Single Face to the Field intent of the Commanding General of AMC through clarification of Command and Control structure for the MAC and FSC, to include AMC Forward(s) and AFSC elements.

(5) Ensure the appropriate command element completes the following Integrated Process Team (IPT) "To Be" processes:

- (a) Deployment
- (b) Situational Awareness
- (c) Contracting
- (d) Supply, Maintenance and Distribution
- (e) Automation/Communication

(6) Ensure appropriate actions occur to permanently stand-up the OSC by 1 October 2000, inclusive of the FSC and the MAC.

(7) Ensure that the OSC Corporate HQ's mission requirements are identified to transition into the OSC Phase III structure.

CHAPTER 2020-01. LAW CENTER (AMSOS-GC).

a. MISSION: To provide legal advice to the CG and staff on all legal matters arising within the OSC. To provide a full range of legal services/advice to all OSC on general law issues including such areas as: employment, labor, EEO, ethics, fraud, antitrust, bankruptcy, tax, and administrative/military installation law. To represent and defend the Command in tort/non-contractual litigation. To provide legal services on a full range of environmental, safety, surety, and land use issues for all OSC. To provide legal service and advice involving the execution and administration of all OSC acquisition programs (to include the ARMS and War Reserve programs), the use of appropriated and non-appropriated funds, and to manage litigation involving the OSC and its subordinate installations and/or activities.

b. FUNCTIONS:

(1) Review/advise on issues of contracting, contract financing, fiscal law and the acquisition process. Review performance/payment/other bonds, consent of surety, insurance, and indebtedness.

(2) Formulate contracting policies.

(3) Prepare and provide advice on contract terminations and settlement agreements.

(4) Review/advise regarding interdepartmental, interservice, interagency and international transactions. Participate in industry integration and advisory committees.

(5) Review and provide guidance on contract cost and pricing matters, such as allowability of costs, price redetermination, escalation, and overhead rate negotiations.

(6) Review mistakes in bids alleged before or after award.

(7) Review and advise regarding external audits and reports. Review protests against award. Assist the Contracting Officer in the preparation of the Command's case for submission to AMC and/or the Comptroller General.

(8) Provide counsel on technical data matters concerning advertising, negotiation, award, termination and other matters involving procurement and production contracts.

(9) Direct and represent the Command in contract litigation matters from the appropriated fund procurement activities of OSC.

(10) Render legal opinions and advice to contracting personnel on a broad spectrum of contractual claims, controversies and other adverse developments.

(11) Support trial attorneys in case progress, including direct involvement in case presentation. Handle subpoenas and interviewing/appearance of witnesses in cases.

(12) Provide guidance and advice on direct sales, fiscal law, acquisition and any other type legal issues involving this Command and subordinate installations.

(13) Draft proposed legislation pertaining to acquisition law matters. Review draft legislation and proposed changes to the Federal Acquisition Regulation (FAR) and Defense Acquisition Regulation (DAR) Supplement.

(14) Provide training to appropriate OSC personnel regarding acquisition law implications related to the performance of their duties.

(15) Represent the Command before the General Accounting Office (GAO), higher HQ, other agencies and industry.

(16) Advise/represent the Command in connection with partnership agreements, Alternate Dispute Resolution and teaming with industry.

(17) Determine application and direct litigation concerning federal, state and local tax laws and OSC organizations.

(18) Review documents involving the Freedom of Information Act (FOIA) and the Privacy Act, prepare legal opinions regarding releasability of Government documents, and prepare legal position for denial of documents to the appropriate denial authority. Prepare agency defense for litigation challenging release or denial of records.

(19) Provide legal advice, opinions, and training on standards of conduct, ethics and conflicts of interest.

(20) As Labor and EEO Counselor, prepare case and defend agency in hearings/litigation involving employment, EEO and labor law. Provide legal advice/assistance as to the interpretation and application of personnel regulations, collective bargaining agreements, employee grievances and appeals.

(21) Serve as Congressional liaison for OSC. Coordinate and report Congressional visits to OSC activities. Inform Congressional offices/personnel regarding OSC actions/issues, which may affect their state/district, and respond to inquiries from Congress and the White House.

(22) Review/advise/represent the Command in investigations and reports concerning antitrust, fraud, and criminal conduct matters. Render legal advice regarding employee liability for lost or damaged Government property.

(23) Review/prepare delegations of authority to the CG. Review contracting officer warrants, and prepare/review command directives, instructions and publications. Render opinions on policy and regulations of higher authority.

(24) Direct and accomplish all actions relating to bankruptcy and receivership of Government appropriated fund contractors.

(25) Review and provide opinions regarding real estate reimbursement claims and determine the Government's financial liability.

(26) Prepare and submit legislative packages proposing new laws, regulations, or revisions to existing laws/regulations.

(27) Perform necessary legal functions associated with administration of military justice for HQ OSC, RIA and all its tenants. Provide tax assistance to active duty, retired military and their dependents.

(28) Direct and discharge litigation responsibilities relating to OSC and its installations with respect to tort and other noncontractual cases.

(29) Provide legal policy guidance to OSC personnel, installations and activities concerning developments in all general law areas. Maintain an aggressive Preventive Law/training program.

(30) Provide advice concerning all safety and safety law related matters, and respond to installation questions as

necessary.

(31) Advise the CG on all environmental law matters including his responsibilities and prerogatives on questions of federal, state and local regulations.

(32) Prepare responses on all notices of violation, notices of potentially responsible party status, orders, letters from regulators, or other administrative environmental matters.

(33) Represent the DA at regulatory hearings and at meetings with regulators and Army staff elements concerning OSC environmental and safety matters.

(34) Coordinate higher HQ and Environmental Protection Agency (EPA) guidance on environmental and safety matters and disseminate necessary information to installation legal offices.

(35) Coordinate the concurrent jurisdictions of safety and environmental matters for the OSC community.

(36) Review new federal, state and local environmental statutes, regulations and policies to revise OSC procedures and policies when necessary.

(37) Analyze purported "fees" from regulators to determine if they are actually non-payable taxes on federal entities.

(38) Negotiate or review interagency agreements with federal and state regulators to promote the restoration of facilities severely polluted and placed on the EPA's National Priorities List.

(39) Negotiate or review Federal Facility Compliance Agreements and other compliance orders with state and federal regulators to ensure continued industrial operations while the facility moves toward compliance with environmental laws.

(40) Negotiate/review documents related to the acquisition, use and disposal of real estate at OSC facilities.

(41) Advise all OSC on all legal aspects related to base closure and privatization.

(42) Provide legal advice in connection with Radioactive Waste Matters and Training Agreements. Respond to notices of violation and negotiate settlements.

CHAPTER 21**21-01. ARMAMENT RETOOLING AND MANUFACTURING SUPPORT FOR
INSTALLATIONS OFFICE (ARMS-I)(AMSOS-AM).**

a. MISSION: To provide comprehensive management of the ARMS-I program for the US Army to include all budgeting activities and development of all policies relating to the execution of the program. The ARMS-I includes implementation of both the ARMS and the Arsenal Support Program Initiative (ASPI). The ARMS-I office will expand in response to any other legislation promoting reuse of Army installations and equipment.

b. FUNCTIONS:

(1) Serve as the Program Director for coordination, direction and execution of the program.

(2) Develop budget requirements and justifications.

(3) Execute the program received through centralized management of the overall acquisition strategy.

(4) Develop, maintain and execute an overall strategic plan for the program and metrics to measure program effectiveness.

(5) Manage, arrange and execute all Public Private Task Force (PPTF) functions, reports and meetings.

(6) Prepare annual reports to the Secretary of the Army and Congress.

(7) Perform periodic program reviews for US Army Materiel Command/US Department of the Army.

(8) Develop and submit financial/manpower requirements for ARMS-I to accomplish assigned programs. Use efficient oversight measures.

(9) Perform centralized management of other programs as assigned by the US Army Materiel Command, to include expansion of the program to other Government installations.

(10) Develop and maintain the ARMS-I web site.

CHAPTER 22**22-01. Army Workload and Performance System (AWPS) Program Office (AMSOS-AW).**

a. **MISSION:** Implement and maintain the Army Workload and Performance System (AWPS) at Government-owned, Government-operated (GOGO) installations.

b. **FUNCTIONS:**

(1) Identify requirements to satisfy installation needs and directives from higher authority for the management of workload and manpower through the AWPS. Develop budget requirements to support AWPS development, implementation and system maintenance.

(2) Administer computer and communications interfaces required for support of AWPS.

(3) Manage system development and enhancements and conduct Configuration Control Board meetings and In Process Reviews with AWPS users, Naval Sea Logistics Center (NSLC) and Contractor personnel.

(4) Develop and approve training plans, functional user documentation and Statements of Work for the development and implementation of AWPS modules.

(5) Provide overall US Army Materiel Command program directions and manage Naval Sea Logistics Center priorities for AWPS program execution.

CHAPTER 2525-01. HUMAN RESOURCES MANAGEMENT CENTER (HRMC) (AMSOS-HR).

MISSION: To plan, manage, administer, and evaluate the Command's Human Resources programs, including those for civilian and military personnel, career development, training, and the Personnel Demonstration Project.

25-02. CIVILIAN PERSONNEL TEAM (AMSOS-HRC).

a. MISSION: To advise the OSC's CG, subordinate commanders, top managers, and Civilian Personnel Advisory Centers (CPACs) on all aspects of civilian personnel management operations throughout the OSC. Formulate overall command civilian personnel management plans and strategy, goals, and objectives; and coordinate development of policy and guidance pertaining to the Commander's program. Provide staff direction, guidance, assistance and support to OSC installations and activities for assigned functions. Promote the principles of organizational development, to include supporting an organizational culture change and assisting in incorporating that change into command operations. Provide support to the Personnel Demonstration Team.

b. FUNCTIONS:

(1) Determine and complete OSC-wide or Command Group level actions and projects which involve more than one CPO servicing area, and are complex or politically sensitive subjects.

(2) Develop policy/plans and implement an effective Management-employee relations program for the OSC.

(3) Develop policy/plans and implement an effective position management and classification program for the OSC.

(4) Develop and implement command training and development policies, relations, goals, and objectives.

(5) Develop policy/plans and ensure implementation of an effective/equitable program for recruitment, placement and workforce adjustments.

(6) Direct and assist the OSC Command Group, top managers and subordinate commanders on all labor relations matters.

(7) Develop plans for and provide guidance for implementation And operation of the DA's career and intern management programs.

(8) Develop programs, plans, objectives and evaluation Procedures to manage and implement the OSC civilian personnel management evaluation program.

(9) Serve as the OSC action office for the maintenance of DA/DOD/Office of Personnel Management (OPM) automated civilian personnel data systems.

(10) Advise and coordinate with the OSC Equal Employment Opportunity/Equal Opportunity Team (EEO/EO), on personnel management matters that affect affirmative action and EEO.

(11) Control, monitor and administer the Internal Control Program for the HRMC.

(12) Coordinate the selection and appointment of special project action officers such as the OSC savings bond officer and the loaned executive to the United Way.

(13) Coordinate, develop, and monitor command civilian personnel involvement in mobilization planning; serve as the HRMC Emergency Planning Officer (EPO).

(14) Provide staff assistance on the Joint Travel Regulation (JTR) for permanent change of station (PCS) and process requests for JTR exceptions.

(15) Serve as the Command focal point for the preparation and approval of civilian personnel delegations/designations/servicing agreements.

(16) Serve as the Command Proponent for the DA/AMC Violence in the Workplace Initiative.

(17) Perform PM for organizational development for HQ OSC and installations.

(18) Conduct organizational assessments, transitions and/or team building workshops.

(19) Serve as the Command focal point for Labor-Management Partnering. Facilitates the HQ Labor Management Partnership Council.

(20) Provide technical expertise to facilitate the Consideration of Others (CO2) Program. Assist subordinate commanders in the execution of implementing their CO2 strategy, as required.

(21) Administer the OSC Game Ball Award and other team-based recognition initiatives.

(22) Provide technical advice and assistance to the Personnel Demonstration Team.

25-03 MILITARY PERSONNEL TEAM (AMSOS-HRM).

a. MISSION: To advise OSC Command Group, commanders, staff and personnel on all matters pertaining to military personnel management for soldiers assigned or attached to the Command. Develop and exercise staff supervision over the placement, utilization, requisitioning and distribution of military personnel. Provide military education programs. Operate a full service Personnel Service Center (PSC). Manage matters pertaining to the assignments and training of Individual Mobilization Augmentees (IMAs), Reserve Counterparts, and Retiree Mobilization Preassignment Program participants.

b. FUNCTIONS:

(1) Review, complete and update reports concerning personnel strength management.

(2) Verify military positions within the Command. Prepare and submit requisitions for officers, warrant officers and enlisted soldiers by position, grade and specialty.

(3) Assist and coordinate as necessary with the Manpower and Force Management Team in reference to military positions. Review each military assignment within the Command and recommend changes in assignment where necessary.

(4) Analyze annual receipt of the Officer Distribution Plan (ODP). Verify the ODP received against authorizations and recommend appropriate distribution to the OSC Command Group.

(5) Process all recommendations for elimination of officers, warrant officers, enlisted personnel and positions. Convene Administrative Separation Boards or Boards of Inquiries when directed.

(6) Administer the Retiree Mobilization Preassignment Program. Maintain and review the Mobilization Table of Distribution and Allowances (MOBTDA) for retirees.

(7) Administer the Individual Mobilization Augmentee Program through direct interface with the U.S. Army Reserve Personnel Command.

(8) Execute actions concerning training of soldiers at local, Army and DOD level schools.

(9) Operate the Mobilization Cross-Leveling System for mobilization and mobilization exercises.

(10) Serve as the Training Standards Officer for military serviced by the Ft. McCoy database. Provide policy and guidance on matters concerning military testing.

(11) Monitor and complete all actions associated with the promotion of officer, warrant officer and enlisted soldiers.

(12) Provide personnel service support for officer records, enlisted records, flagged records and Personnel Reliability Program Records for assigned soldiers.

(13) Initiate suspenses and process all Officer and Noncommissioned Officer Evaluation Reports.

(14) Process recommendations for military awards/decorations.

(15) Process all requests for assignment, overseas assignment, Foreign Service Tour extension and Curtailment from Overseas Assignment.

25-04 PERSONNEL DEMONSTRATION PROJECT TEAM (AMSOS-HRD).

a. MISSION: Design and conduct an OSC Personnel Demonstration Project (PDP) which investigates new and innovative personnel management concepts to determine whether such changes in policy and/or procedures would result in improved Federal personnel management operations.

b. FUNCTIONS:

(1) Coordinate with the Department of Defense (DoD) and the Office of Personnel Management (OPM) to ensure compliance with existing PDP protocol.

(2) Coordinate with OSC labor, management, and work force agents and obtain PDP input on following major areas of desired change:

(a) Simplified personnel classification and broadbanding.

(b) Pay for performance appraisal system.

(c) Expanded employee development.

(d) Enhanced hiring flexibility.

(e) Modified reduction in force procedures.

(3) Make recommendations and initiate actions to improve the efficiency and effectiveness of the human resources management system.

CHAPTER 30**30-01. RESOURCE MANAGEMENT CENTER (RMC) (AMSOS-RM) MISSION.**

a. Exercise directional authority for the CG in managing and controlling all command resources.

b. Integrate all OSC resource management (RM) related principles and policies, and manage their application throughout the Command.

c. Direct and integrate OSC elements in assigned mission areas of budgeting, managerial accounting, manpower management, productivity management and value engineering (VE).

30-02. OSC BUDGET TEAM (AMSOS-RMB).

a. MISSION:

(1) Manage the OSC Planning, Programming, Budgeting, and Execution System (PPBES) for all appropriated and working capital funds.

(2) Manage the OSC Inter/Intra-service Support Agreement (ISA) Program.

(3) Represent the OSC in all budget deliberations with outside organizations.

b. FUNCTIONS:

(1) Program & Budget Policy/Guidance.

(a) Develop and issue command policy, guidance and direction for all phases of PPBES.

(b) Develop and issue guidance on all aspects of the OSC budgeting system, including automation used in preparing budget and execution data.

(c) Provide authoritative input for appropriated and working capital fund issues in command strategic long-range planning.

(d) Chair the Joint Ordnance Commanders Group (JOCG) Financial Management Sub-group.

(e) Represent the OSC RMC interest as the primary OSC financial representative on the Office of the Secretary of Defense (OSD) Ammunition Procurement Improvement Team.

(2) Program & Budget Development.

(a) Formulate, analyze, submit and defend all OSC appropriated fund and working capital fund budgets.

(b) Formulate, analyze and submit reclamation as necessary for any OSD Program Budget Decision (PBD) or decrements affecting OSC.

(c) Develop and control the AWCF fixed price/stabilized rate program to include validation, renegotiations, and oversight of the installations' fixed price catalogs.

(3) Budget Execution.

(a) Develop, distribute, and analyze the HQ OSC, internal operating budgets (IOBs) and the processes for updating them.

(b) Distribute obligation authority (OA), Continuing Resolution Authority (CRA), Funded Reimbursable Authority (FRA), Short of Award (SOA) authority and commitment authority for OSC appropriated funds.

(c) Formulate, analyze and defend appropriated fund and working capital fund execution plans.

(d) Analyze budgetary execution of all OSC appropriated and working capital funds. Provide required budget execution reports to higher HQ. Represent OSC in budget execution presentations to higher HQ.

(4) Maintain liaison with the Defense Finance and Accounting Service (DFAS) to ensure receipt of accurate and appropriate budget execution data.

(5) Process Foreign Military Sales (FMS) case closures.

(6) Close out yearend reporting activities for all appropriated and working capital funds.

(7) Inter/Intra-service Support Agreement (ISA) Program.

(a) Develop policy and analyze the OSC ISA program.

(b) Analyze and validate ISA costs charged to HQ OSC, from the host installation and/or other organizations.

30-03. MANPOWER & FORCE MANAGEMENT TEAM (AMSOS-RMM).

a. MISSION:

(1) Manage the OSC Manpower and Force Management Program.

(2) Represent the OSC in all manpower and workyear deliberations with outside organizations.

(3) Represent the RMC at the Operations Center for exercises and real world crises.

b. FUNCTIONS:

(1) Manpower Policy.

(a) Develop and issue command policy, guidance and direction for all phases of military and civilian manpower planning, programming, budgeting and execution (PPBE).

(b) Develop and issue command guidance and documentation procedures for organizational structures and functional alignments to support the OSC strategic long-range business plan.

(c) Develop and issue policy, formats and procedures for manpower execution reporting.

(d) Develop and issue policy for local manpower resource programs; i.e., 1-N priority listing.

(2) Manpower Budgeting.

(a) Develop and issue OSC civilian and military manpower Program Budget Guidance (PBG) to all OSC elements.

(b) Determine manpower resource allocation levels for the Program Objective Memorandum (POM) and AWCf budgets.

(c) Develop and submit command positions to installations/higher HQ concerning manpower increases, reductions and shortages relative to mission accomplishment.

(d) Develop and recommend workyear distribution to the Command Group.

(3) Manpower Documentation.

(a) Analyze, recommend and document mission assignments, organization structure and functional alignment for the Command.

(b) Develop and submit HQ OSC, Force Management requests and documentation; i.e., Tables of Distribution and Allowances (TDAs), concept plans, and Army Stationing & Installation Plans (ASIPs) to higher HQ.

(c) Analyze and validate OSC Force Management requests and documentation to higher HQ.

(d) Publish the OSC Facts Book.

(4) Manpower Reports. Consolidate and prepare all OSC manpower reports submitted to higher HQ.

30-04. FINANCE AND ACCOUNTING TEAM (AMSOS-RMF).

a. MISSION:

(1) Develop and issue command financial policy, guidance and direction.

(2) Control and analyze OSC financial resources.

(3) Review and analyze accounting data and resolve discrepancies.

(4) Test and analyze new/existing financial systems.

(5) Provide financial services to OSC commanders and staff.

b. FUNCTIONS:

(1) Financial Policy.

(a) Develop pricing, funding, propriety, and managerial accounting policy for all funds OSC controls.

(b) Develop DA and DOD accounting guidance for SMCA operations.

(c) Direct corrective action for potential funding violations uncovered.

(d) Direct the Army Working Capital Fund (AWCF) accounting and non-AWCF pricing policy for OSC.

(2) Control/Analyze OSC Financial Resources.

(a) Direct closeout of expiring appropriations with PMs and subordinate installations.

(b) Forecast Conventional Ammunition Working Capital Fund (CAWCF) cash requirements and provide monthly projection to DA.

(c) Receive OSC customer orders, accept customer orders, review customer orders to validate availability of funds and proper order classification as to project or economy act, and enter orders into workloading systems. Review and report on order execution.

(d) Release funded requisitions, direct cite orders and orders issued to other Government activities to obtain services for Government-owned, contractor-operated (GOCO) contractors.

(e) Validate prices on OSC managed items for FMS and contractor direct sales to FMS customers.

(f) Control accounting processes for funds, commitments, obligations and inventory.

(g) Direct or initiate action to close out unobligated funds/outstanding commitments.

(h) Direct completion of fiscal yearend financial activity milestones for OSC.

(3) Financial Reviews.

(a) Determine status of unfilled order balances and unliquidated obligations.

(b) Review financial accounting data and reports, and recommend corrective action if necessary.

(c) Follow-up and validate corrections to audit findings.

(d) Prepare the financial portion of the OSC annual report.

(e) Obtain required fiscal yearend certification of HQ OSC financial status reports.

(f) Validate fund certification.

(4) Financial Systems.

(a) Test and analyze new and existing financial systems such as Headquarters Application System (HAS), Joined Industrial Operations (JIO) and Manufacturing Resource Planning II (MRPII).

(b) Develop and forward Engineering Change Proposals (ECPs)/Systems Change Requests (SCRs) for financial system modifications.

(5) Financial Services.

(a) Explain financial forms at CAWCF budget hearings with higher HQ.

(b) Advise all OSC elements on fund propriety.

(c) Submit requests to AMC for expired funds.

(d) Develop billing charges for Contract Administrative Surcharge (CAS) functions at AAPs.

30-05. RESOURCE SYSTEMS TEAM (AMSOS-RMS).

a. MISSION:

(1) Analyze, develop, test and implement RMC systems and DOD/DA/AMC standard financial systems.

(2) Support the OSC time, attendance and productivity reporting system.

(3) Manage the MMRS and CPRS systems.

(4) Administer the Government Travel Card program for the OSC.

(5) Provide administrative support to the RMC.

(6) Provide career management support to the RMC.

b. FUNCTIONS:

(1) RMC Systems.

(a) Design, develop and maintain OSC RM automated systems to support local unique requirements of the RMC.

(b) Design, develop, change DOD/DA/AMC standard financial systems to meet the requirements of the OSC RM community.

(c) Represent the OSC in Configuration Control Boards, which prioritize the workload of design activities in implementing changes to standard systems.

(d) Coordinate application and provide policy for DOD/DA/ AMC standard systems throughout OSC RM community.

(e) Develop and implement automation policy for the RMC.

(2) Time and Attendance Reporting.

(a) Provide programming and operations support for the Automated Time, Attendance and Productivity System (ATAAPS).

(b) Represent the OSC at Configuration Control Board meeting. The Board prioritizes the system change requests.

(c) Train new timekeepers and certifiers using the ATAAPS as required.

(3) MMRS and CPRS.

(a) Evaluate business area and installation performance against command goals and metrics.

(b) Develop and manage performance metrics for the Command.

(c) Develop and manage an analysis and display platform for all levels of Command Performance Metrics.

(d) Provide and coordinate metric requirements and definitions and associated customer service for the HQ OSC and all subordinate reporting activities.

(4) Government Travel Card Program. Review and analyze activity reports, provide summary information, inform workforce of policy and general information, assist management in

monitoring use of cards, alert managers of potential misuse of travel cards and inform cardholders of reported payment delinquencies.

(5) Administrative Support.

(a) Act as RMC focal point for Information Assurance issues.

(b) Act as RMC focal point for Work Group management issues.

(c) Represent RMC on IPTs and Work Groups related to information management issues.

(d) Coordinate actions related to RMC web pages.

(6) Comptroller Civilian Career Program (CP-11) Administration

(a) Coordinate actions related to CP-11 program.

(b) Coordinate intern training plan for RMC.

(c) Provide information and assistance to managers and careerists as requested.

30-06. PRODUCTIVITY TEAM (AMSOS-RMP).

a. MISSION:

(1) Develop guidance and implement DOD/DA/AMC/OSC Management and Productivity Improvement Programs.

(2) Direct the Command-wide management of the Commercial Activities (CA) program. Act as principal advisor to the CG on CA matters. Act as CA point of contact (POC) to higher HQ.

(3) Manage a comprehensive, OSC-wide Value Engineering (VE) program. Be the principal advisor to the CG on VE matters. Be the VE POC to higher HQ, other Government activities and private organizations.

(4) Develop guidance, promote and implement OSC Total Ownership Cost Reduction (TOCR) Program.

(5) Develop guidance and manage the Management Control Process within OSC.

b. FUNCTIONS:

(1) Productivity Programs.

(a) Develop and implement the Methods and Standards program.

(b) Develop, implement and maintain the Productivity Measurement Program.

(c) Coordinate and conduct other internal/external Management Analysis and Productivity Improvement Programs.

(d) Develop, implement and maintain OSC policy and guidance for Conference Controls.

(e) Develop policy and guidance for the OSC Army Ideas for Excellence Program (AIEP).

(f) Analyze suggestions, coordinate with appropriate evaluators, and obtain approval/disapproval for HQ OSC, AIEP suggestions.

(g) Develop, implement and maintain OSC policy and guidance for Labor and Production Reporting.

(h) Solicit and submit nominations for the SECDEF Productivity Excellence Award from OSC organizations.

(i) Develop, implement and maintain OSC policy and guidance for the Productivity Gain Sharing Program

(2) Commercial Activities.

(a) Manage CA study planning/progress.

(b) Provide expert advice on OMB Circular A-76 policy and guidance.

(c) Promote CA study information exchange.

(3) Value Engineering

(a) Organize and conduct VE studies.

(b) Develop and execute plans to eliminate high priority VE problem areas.

(c) Establish and execute a comprehensive VE training program for OSC.

- (d) Publicize the OSC VE program.
- (e) Advertise the VE awards program and solicit nominations.
- (f) Promote generation and development of VE Proposals/VE Change Proposals.
- (g) Report data through the Command VE Reporting System.
- (h) Ensure appropriate VE clause in all OSC contracts.
- (i) Ensure correct evaluation of VE actions.
- (j) Assign and evaluate execution against VE goals for OSC elements.
- (k) Prepare OSC VE Master Plan.
- (l) Certify VE savings.
- (4) Total Ownership Cost Reduction Program.
 - (a) Develop policy and guidance for the TOCR Program.
 - (b) Solicit projects for TOCR funding.
- (5) Management Control Process.
 - (a) Provide training for the Management Control Process.
 - (b) Prepare reports/statements, and advise the CG on the status of the Management Control Process.
- (c) Develop, implement and maintain OSC policy and guidance for Conference Controls.
- (d) Develop policy and guidance for the OSC Army Ideas for Excellence Program (AIEP).
- (e) Analyze suggestions, coordinate with appropriate evaluators, and obtain approval/disapproval for HQ OSC, AIEP suggestions.
- (f) Develop, implement and maintain OSC policy and guidance for Labor and Production Reporting.
- (g) Solicit and submit nominations for the SECDEF Productivity Excellence Award from OSC organizations.

(h) Develop, implement, and maintain OSC policy and guidance for the Productivity Gain Sharing Program

(6) Commercial Activities.

(a) Manage CA study planning/progress.

(b) Provide expert advice on OMB Circular A-76 policy and guidance.

(c) Promote CA study information exchange.

(7) Value Engineering.

(a) Organize and conduct VE studies.

(b) Develop and execute plans to eliminate high priority VE problem areas.

(c) Establish and execute a comprehensive VE training program for OSC.

(d) Publicize the OSC VE program.

(e) Advertise the VE awards program and solicit nominations.

(f) Promote generation and development of VE Proposals/VE Change Proposals.

(g) Report data through the Command VE Reporting System.

(h) Ensure appropriate VE clause in all OSC contracts.

(i) Ensure correct evaluation of VE actions.

(j) Assign and evaluate execution against VE goals for OSC elements.

(k) Prepare OSC VE Master Plan.

(l) Certify VE savings.

(8) Total Ownership Cost Reduction Program.

(a) Develop policy and guidance for the TOCR Program.

(b) Solicit projects for TOCR funding.

(9) Management Control Process.

- (a) Provide training for the Management Control Process.
- (b) Prepare reports/statements, and advise the CG on the status of the Management Control Process.

CHAPTER 35**35-01. INFORMATION MANAGEMENT CENTER (IMC) (AMSOS-IM).**

MISSION: Chief Information Officer (CIO) for the Operations Support Command (OSC). Responsible for the full scope of statutory, regulatory and management processes as delineated by DOD, DA and AMC applicable regulations. Responsible for development and maintenance of the Command's Information Technology (IT) Strategic Plan and management planning process to support the Command's mission. Lead the Command in orienting IT investments toward strategic business and mission operations. Develop budget-linked capital improvement plans for IT systems. Lead and support the Information Mission Area (IMA) of the Command. Serve as the Command's executive agent for IMA direction, priorities and resource allocation. Research, plan, develop and, as necessary, perform command information architecture, technology insertion and information systems necessary to support the Command's business processes.

35-02. INTEGRATION TEAM (AMSOS-IMI).

a. **MISSION:** Oversight of the integration of the Command's automated management systems and related enabling technologies with Army logistics and business management systems requirements. Develop and maintain an overarching plan to govern development of processes and fielding of major system automation initiatives within the Command with a goal of achieving an integrated data and business environment. Ensure full coordination among functional proponents of major systems. Perform business process reengineering and requirements determination in support of the Command.

b. **FUNCTIONS:**

(1) Oversight authority over all command major systems development and enhancement efforts to include, but not limited to: Global Combat Support System-Army (GCSS-A), AMC Wholesale Logistics Modernization (WLMP), Army Workload and Performance System (AWPS), Automated Identification Technology (AIT) and Joint Ammunition Management Standard System (JAMSS).

(2) Accomplish command system integration objectives through matrix support.

(3) Participate in all proposals for new systems development/enhancement and coordinate among all levels within

the Command to ensure successful implementation/integration.

(4) Provide support to major functional clients to develop strategic IT solutions for their business process applications.

(5) Coordinate development of an IT architecture.

(6) Facilitate data exchange agreements between organizations.

(7) Facilitate business process reengineering activities for the Command.

(8) Administer the IMC's Project Management Program.

(9) Represent command interests on higher HQ management boards such as the AMC Logistics Board of Directors (LBOD), AMC WLMP Corporate Board of Directors (CBOD), AMC WLMP Operational Board of Directors (OBOD), AMC Business Systems Corporate Board (BSCBTG) and AMC Acquisition Information Board (AIB).

(10) Chair the Command's Integrated Data Environment Working Group (IDEWG) established to oversee and facilitate the integration of the Command's automated business systems. Develop and provide policies and procedures to achieve system integration throughout the Command.

(11) Serve as focal point for DOD, DA, AMC and command initiatives concerning impacts to the Command integrated data environment and compliance with DOD, DA and AMC standards.

(12) Prepare and publish command policy and regulatory guidance governing system development to include review and approval of system development/enhancement initiatives.

(13) Establish an overarching plan for business systems automation within the Command. Identify opportunities to leverage existing programs that target key business areas for improvement and avoid duplication of effort.

(14) Establish goals for individual system initiatives, and provide oversight of systems to ensure compliance with command standards and to achieve development proposals.

(15) Establish policies/procedures for review and approval of system development proposals.

(16) Chair the Joint Ordnance Commanders Group (JOCG) Automated Identification Technology (AIT) Subgroup working towards sharing and standardization of AIT technology among the

military services.

(17) Serve as focal point for joint service automation initiatives.

35-03. PROGRAMS TEAM (AMSOS-IMP).

a. MISSION: Provide program management for Information Assurance, Records Management, Publishing and Printing, Freedom of Information Act, Telecommunications and Visual Information programs. Assigned overall responsibility for visual information, telecommunications, multimedia, presentation graphics, desktop video, and digital record keeping base technologies. Coordinate and interface with other headquarters' functional organizations (Budget, Finance, Personnel, Security, Contracting, etc), subordinate activities (arsenals, depots, plants, etc) and other Government activities to effect program execution.

b. FUNCTIONS:

(1) Manage the Command's Information Assurance Program.

(2) Administer the DITSCAP process for HQ OSC Domain.

(3) Perform Information Systems Security Management activities.

(4) Manage the Command's Records Management Program (Record Keeping, Records Holding, Official Mail, Correspondence, Distribution, Publications and Forms).

(5) Manage the Command's Publishing and Printing program.

(6) Manage the Command's Freedom of Information Act (FOIA) Program.

(7) Serve as focal point and coordinator for HQ FOIA actions.

(8) Administer the Command's presentation graphics standards and presentation of information on the Command's World Wide Web sites.

(9) Administer the HQ Records Management Program (Records Holding, Official Mail, Correspondence, Distribution, Copiers, Publishing and Printing, Forms/Publication execution).

(10) Serve as Command Liaison for Defense Information Systems Agency Enterprise Computing. Coordinate system processing and configuration management changes with command technical and functional points of contact.

(11) Manage the Command's Telecommunications Program.

(12) Administer the Command's Communications Review and Revalidation Process.

(13) Execute the Command's information technology portion of the Military Construction, Army (MCA) Program.

(14) Manage the Command's Visual Information Program.

(15) Develop and maintain the Command's Information Technology training program.

(16) Administer the Command's Information Technology Career Program.

(17) Manage the Command's Information Technology Capital Investment Program.

(18) Manage the Command's O&MA Information Technology budget.

(19) Serve as financial advisor to the Information Management Center Director.

(20) Manage the Information Management Center's discretionary Internal Operating Budget.

(21) Administer the HQ Interservice Support and Installation Support Agreements.

(22) Administer the Capability Request (CAPR) process for the HQ OSC Domain.

(23) Administer the Command's Information Technology Metrics Program. Provide subject matter experts for assigned mission areas to review and validate installation input.

(24) Coordinate development and maintenance of the Information Management Center's metrics.

(25) Coordinate and administer the Information Management Center's participation in the Command Organizational

Inspection Program. Provide subject matter experts for assigned mission areas in support of the Program.

(26) Serve as the Command's focal point for DOD, DA and AMC technical architecture for information technology.

(27) Administer OSC centrally owned software licenses.

(28) Develop and execute the HQ IMA Advance Acquisition Plan (AAP).

(29) Assist installations develop information technology solutions in assigned Base Technologies.

(30) Provide hands-on support to installations in assigned Base Technologies.

(31) Provide technical evaluation and approval decisions for assigned base technologies Statements of Work and CAPRs for services, hardware and software.

(32) Develop recommended standards for assigned Base Technologies.

(33) Develop, coordinate and recommend "make or buy" decisions for assigned Base Technologies.

(34) Develop Command Information Architecture input for assigned Base Technologies.

(35) Develop Command Information Technology Objective Baseline for assigned Base Technologies.

(36) Research emerging technology advances, prototype, demonstrate, and recommend improvements for assigned Base Technologies for use within the Command.

(37) Determine how to integrate emerging Information Technology advancements in assigned Base Technologies with existing and planned infrastructure.

(38) Inform clients of current and planned Information Technology and services for assigned base technologies.

(39) Provide COR/COTR support as necessary for assigned Base Technologies.

(40) Administer Information Mission Area credit card acquisitions.

(41) Provide technical and administrative support to the Command's member of the Army Materiel Command's Information Systems Architecture and Common Operating Environment Configuration Control Board.

35-04. OPERATIONS TEAM (AMSOS-IMO).

a. MISSION: Provide machine based services to all clients within the OSC domain covering, but not limited to, second level support and problem solving, security administration, shared use systems, end user tools, shared use hardware, test platforms, input/output services, database management, local area network, software license allocation and system administration. Provide base technology solutions for the Command, including, but not limited to, automation hardware, standard software and database technologies. Provide hands on support to and assist in the development of solutions for installations in the assigned base technologies.

b. FUNCTIONS:

(1) Maintain and operate shared-use systems on centrally owned platforms.

(2) Manage, operate/coordinate operation, and maintain application and development test facilities on required platforms.

(3) Provide second level domain specific support in response to referrals from the RIA, Directorate of Information Technology (DOIT) Help Desk or designated Work Group Managers.

(4) Administer security for hardware, software and databases on systems operating on centrally owned platforms as directed/ authorized by service providers and database owners.

(5) Provide database management service for all databases on centrally owned platforms.

(6) Manage an IMC owned pool of shared use equipment, such as notebook computers, which IMC clients may use on time-limited sub-hand receipts.

(7) Provide first level, on demand support for the HQ OSC Command Group for all automation hardware and software.

(8) Provide networked printing capabilities to HQ OSC,

HQ, Munitions and Armaments Command (MAC), and HQ, Field Support Command (FSC) clients.

(9) Assure accessibility to shared-use end user tools.

(10) Provide and maintain all electronic aspects of the HQ OSC Conference Center, Burbules Conference Room, CG Conference Room, and the Executive Conference Room.

(11) Perform systems administration for centrally managed, shared-use systems, to include the installation of emergency and urgent changes, and the scheduling and authorization of preventive and remedial maintenance.

(12) Develop Command Information Architecture input for the assigned base technologies.

(13) Develop recommended standards for the assigned base technologies.

(14) Develop Command Information Technology (IT) Objective Baseline input for the assigned base technologies.

(15) Research, prototype, demonstrate and recommend emerging base technological improvements for use within the Command.

(16) Determine how to integrate emerging IT with existing and planned infrastructure.

(17) Maintain data dictionary and provide access.

(18) Develop logical data models.

(19) Develop physical data models.

(20) Perform database administration.

(21) Apply appropriate emerging technology as a partial or complete solution to command problems.

(22) Exercise government oversight for the purchase and delivery of contractor services for command automated systems. Provide COR and/or COTR support as necessary; i.e., provide oversight and expertise.

(23) Provide technical evaluation and approval for command Statements of Work (SOWs) and CAPRs associated with the purchase and delivery of services or hardware/software that are used on or impact the OSC domain.

(24) Inform clients of current and planned information technologies and services, which impact the assigned, base technologies.

35-05. APPLICATIONS TEAM (AMSOS-IMA).

a. MISSION: Provide the focal point for the implementation of data-specific software in support of the diverse missions of the Command. Assemble component technologies (commercial and internally developed) into purpose/customer specific systems.

b. FUNCTIONS:

(1) Provide application systems design, development, integration, implementation, execution and sustainment services for all command headquarters' functional areas/customers. This applies across all platforms: mainframe, client/server and web.

(2) Assess business processes, perform business process reengineering studies, process evaluations and perform other related analyses.

(3) Provide subject matter experts (SMEs) to support Commercial-Off-The-Shelf (COTS) software selection.

(4) Integrate Standard Systems/COTS with command-unique automated information systems in support of the Command's diverse missions and business processes. Ensure timely implementation of system upgrades and enforce compliance to all pertinent standards.

(5) Evaluate changes to standard systems/COTS based systems to determine the impact on command unique systems. Execute all system changes for the Command headquarters' unique systems.

(6) Coordinate installation of initial releases, as well as updates of standard system software and COTS solutions.

(7) Interpret/disseminate application development policy and regulatory guidance within this MSC.

(8) Develop and establish Government application standards and specifications as well as acceptance parameters for contractor performance. Provide Contracting Officer Representative and/or Contracting Officer Technical Representative support as necessary; i.e., provide oversight and expertise. Exercise

Government oversight for the purchase and delivery of contractor services for OSC information systems.

(9) Determine how to integrate emerging IT with existing and planned command business applications.

(10) Provide technical evaluation and approval for OSC Statements of Work and Capability Requests (CAPRs) associated with the purchase and delivery of contracted application development and sustainment services. Exercise Government oversight/evaluation for the purchase and delivery of contractor services (application development/support/maintenance).

(11) Provide focal point and primary support for command desktop software (Microsoft Office) end user initiatives.

CHAPTER 4040-01. CONTRACTING and PRINCIPAL ASSISTANT FOR CONTRACTING (PARC) CENTER (AMSOS-CC).

MISSION: To act for the CG and DC in exercising authority over the execution of the OSC procurement mission areas. To act as principal procurement policy advisor to the Director of the Acquisition and PARC Center and the CG, and to ensure compliance with procurement policies throughout OSC. Manage sales of Government-owned, procured/manufactured material and services through Contracting Officers, IAW the provisions of public law. To centrally procure and manage contracts for ammunition items for all services on an international basis. Maintain, store and provide accountability for Government production facilities in the possession of commercial contractors. Direct and centrally procure requirements for environmental cleanup. To direct, manage, and control contract planning, execution and administration for production, modernization and replenishment requirements for the entire Government-owned, Government-operated (GOGO) Army Ammunition Plant (AAP) complex. To centrally direct, manage and accomplish contract planning and execution of all large purchase requirements for the HQ OSC, arsenals, depots and GOGO ammunition plants/activities. To control/administer large purchase supply and service contracts in support of the installations and their tenants/customers, and to manage the HQ OSC Direct Sales Contracting Activity. To manage the Command Should Cost and Special Cost Analysis Team (SCAT) Programs.

40-02. CONTRACTING SUPPORT TEAM (AMSOS-CCA).

a. MISSION: To maintain the knowledge base in Contracting Policy, and Systems for the Acquisition workforce, and provide administrative support to the OSC Acquisition Center and installations. To manage and direct the OSC contract cost, price and financial analysis programs for the OSC acquisition mission to include formal source selections. To serve as the liaison between the OSC and Defense Contract Audit Agency (DCAA), Defense Contracts Management Area Office (DCMAO) and other acquisition agencies for pricing, financial and source selection matters.

b. FUNCTIONS:

(1) Contracting Systems Support Team.

(a) Function as the CC's liaison with the Information Management Center (IM) for all assigned functional automated

systems.

(b) Coordinate requisition and distribution of all CC automated data processing (ADP) equipment and software. Develop and maintain a tracking system for assignment of ADP hardware and software purchased for the CC.

(c) Implement new acquisition automation initiatives including hardware and software. Maintain all acquisition support automated systems. Serve as the focal point for all paperless contracting, contract folderization and other automation activities.

(d) Assist buyers with the automated input/generation of all procurement documents.

(e) Serve as the liaison between the CC and outside organizations effecting changes to automation initiatives. Perform analysis of proposed changes, make recommendations and staff correspondence.

(f) Represent CC on OSC systems management committees to include the OSC Business Process Integration Team.

(2) Contracting Administrative Support.

(a) Serve as the Contracting Center focal point for all administrative functions: including personnel actions, budget support and Table of Distribution and Allowance documents.

(b) Coordinate, maintain, and perform Classified Material Safe/Security, equipment management functions, publication, forms and subscription support, space management and supplies.

(c) Serve as the CC focal point for internal control activities. Plan, schedule and conduct internal control reviews and vulnerability assessments and recommend remedial action as necessary.

(d) Maintain databases that support the reporting and retrieval of administrative information.

(e) Process warrants (PCO and ACO) for OSC Headquarters and installations.

(f) Provide training support for Career Program 14 as well as developmental and mission training for CC personnel.

(3) Acquisition Policy.

(a) Interpret/formulate policies and provide guidance pertaining to OSC procurement matters.

(b) Develop, coordinate, disseminate, review and implement procurement concepts, doctrine, trends, forecasts, plans, regulations and various acquisition strategy policies.

(c) Represent OSC in procurement policy matters, obtain or exchange information and coordinate program efforts.

(d) Participate on boards/conferences, with other services, on acquisition strategy/planning development on transitioned and non-transitioned ammunition programs.

(e) Plan, direct, and implement the Contractor Purchasing System Review (CPSR) Program for contractor operations assigned to OSC.

(f) Plan, direct and implement Procurement Management Reviews (PMRs) at OSC subordinate installations.

(g) Serve as the CC focal point for review and coordination of staff replies to the General Accounting Office (GAO), Army Audit Agency (AAA), Department of Defense Inspector General (DODIG), Inspector General (IG), internal reviews and compliance inquiries.

(h) Plan and conduct reviews of OSC special interest topics on behalf of the Head of Contracting Activity (HCA), to ensure that contracting operations and procedures comply with regulations/policies.

(i) Maintain the Procurement Automated Data and Document Systems (PADDS) regulation reference file. Include all regulation and document changes in this file.

(j) Provide support, coordinate Small Business Team and Ombudsman/Competition Advocate Team requests for information, data and command goals.

(4) Contracting Financial Services.

(a) Lead and manage the contract cost and price analysis program, financial capability analysis program and cost realism analysis program for formal source selections.

(b) Assignments include initial cost/price analysis, formal source selections, cost/price redeterminations, price adjustments, cost accounting standards, contract administration

issues, termination costs and other cost/price/financial matters.

(c) Analyze contractor's cost/price submissions, DCAA audit reports, Defense Contract Management Command (DCMC), or other agency technical analysis, other available data and prepare detailed cost/price analysis reports to establish the OSC's contract negotiation objectives.

(d) Perform comprehensive financial analyses on contractors at financial risk within the purview of the OSC acquisition mission, to include financial capability determinations and cash flow studies.

(e) Provide recommendations for performance-based payments, unusual progress payments, advance payments and extraordinary relief under Public Law 85-804.

(f) Analyze contractors cost submissions for cost realism in formal source selections. Using OSC, DCAA, technical and historical information, develop most probable cost for each offeror.

(g) Serve as liaison with DCAA, DCMC, and other acquisition agencies in matters relating to contract pricing, financial capability analysis and formal source selections.

40-03. OSC SOLUTION CENTER (AMSOS-CC).

a. MISSION: To act as the principal focal point in the Command for matters pertaining to innovative solutions, special competitions and AR.

b. FUNCTIONS:

(1) Serve as the Command's focal point and clearing house for the development, collection, and dissemination of AR policy guidance, initiatives, and lessons learned to the OSC acquisition workforce.

(2) Oversee implementation of the AR improvement plan (ARIP). Collect and analyze AR metrics, as necessary, to measure performance against the ARIP.

(3) Identify and make AR training available.

(4) Serve as OSC focal point with an Innovative Business Advocate to facilitate customer access to the Solution Center.

(5) Serve as liaison with Senior Advisory Group of Experts (SAGEs) to provide the collective wisdom and memory of the local organization, to recall past attempts at solving

similar problems and thereby avoid repeating costly mistakes.

(6) Maintain a Library for Innovative Contracting (LINCs) to organize and store existing data and provide electronic access to all AMC libraries within the Solution Center network.

(7) Serve as the OCE focal point for the annual AR Implementation Assessment Team (ARIAT) assessment. Plan and coordinate the team's visit. Develop and brief the Command's self-assessment.

(8) Serve as Focus Element co-champions for the Policy element and other selected elements for ARIAT. Serve on the ARIAT. Serve as backup for the ARMT chairperson.

40-04. MUNITIONS & ARMAMENT COMMAND CONTRACTING DIRECTORATE (AMSOS-CCM).

a. MISSION: To centrally procure and manage contracts for specified ammunition items for all services on an international basis. To direct, manage and control contract planning, execution and administration for current production, modernization and replenishment requirements for the entire Government-owned, Contractor-operated (GOCO) Army Ammunition Plant (AAP) complex. Direct and accomplish centralized procurement of facilities contracts in support of the ammunition base and contracting for ammunition protects the economic health of the munitions industry and the industrial base. Maintain, store and provide accountability for Government production equipment and facilities in the possession of commercial contractors.

b. FUNCTIONS:

(1) Provide total procurement management for a specified group of ammunition program items, services and/or GOCO facilities. Manage and execute procurement programs for other agencies or foreign governments as required.

(2) Prepare justification and approval (J&A) documents, formal advance procurement plans and obtain approval at the appropriate level of authority.

(3) Provide forecasts for yearly obligations and brief forecasts at the ATC.

(4) Prepare and issue solicitations, perform bid/offer evaluations, conduct price negotiations, make multiple award recommendations and execute awards.

(5) Perform ACO functions for the GOCO industrial plants/ facilities. Approve systems employed by the GOCO operating contractors. Execute staff supervision (second tier contract administration) over all contracts and perform contract administration functions on retained contracts.

(6) Perform Termination Contracting Officer (TCO) functions as defined in the FAR, when required.

(7) Serve as the Acquisition Center focal point for contact with industry, program offices, elements of higher HQ and/or other Government agencies regarding procurement actions on assigned commodities/facilities.

(8) Solicit, evaluate, negotiate and execute contracts to meet planned production requirements for both current program needs and replenishment requirements.

(9) Maintain strong lines of communication with SMCA and service customers. Provide matrix support for actions involving the full life cycle of ammunition planning, procurement and disposition. Serve as the Command focal point in providing contractual management and policy direction to contractors at GOCOs.

(10) Present and defend the procurement budget to higher authority. Address all procurement matters, and discuss item identification of CRA. Provide assistance in preparing justification for HQ AMC production base support facility projects.

(11) Control contractual database and forecast contract awards through review/acceptance of planning (unfunded) Procurement Work Directives (PWDs) and Procurement Planning Input (PPI). Provide/ update target dates of obligation and track/manage program execution.

(12) Direct and control all planning and general execution efforts in support of the Armament Retooling and Manufacturing Support (ARMS) Initiative.

(13) Maintain awareness of new item developments for future year procurements for planning and contractual actions. Generate Government-owned sources and capabilities for future production of such commodities.

(14) Provide all necessary feeder data, statistics and reports for overall procurement management, Procurement Automated Data Document System (PADDS), Commodity Command Standard System (CCSS) and Military Standard Contract Administration Procedures

(MILSCAP) Automated Procurement System.

40-05. FIELD SUPPORT COMMAND CONTRACTING DIRECTORATE
(AMSOS-CCF).

a. MISSION: Serve as Command focal point for all contracting matters for the Field Support Command (FSC) to provide the Army with efficient maintenance of pre-positioned stocks and comprehensive theater contracting, including external contracting through the LOGCAP program, system support contracting through the coordination of CLS contractors forward and theater support contracting through effective contingency contracting.

b. FUNCTIONS:

(1) Solicit, evaluate, negotiate, execute and administer contract for the Combat Equipment Group Afloat.

(2) Solicit, evaluate, negotiate, execute and administer contract for APS-5, Qatar.

(3) Provide support to ARCENT in the award and administration of APS-5, Kuwait.

(4) Execute and administer Delivery Orders to support Combat Equipment Base, Hythe.

(5) Execute and administer the AWARDS database support contracts.

40-06. OPERATIONS SUPPORT COMMAND (OSC) CONTRACTING DIRECTORATE
(AMSOS-CCE).

a. MISSION: Provide full spectrum contracting support to Program Managers, Program Executive Offices and other reimbursable customers. To plan, direct, manage and control the execution of the procurement mission through the entire acquisition cycle.

b. FUNCTIONS:

(1) Plan, organize and direct the reimbursable contracting organization to ensure satisfaction of customer requirements.

(2) Serve as focal point for Program Managers (PMs), Program Executive Officers (PEOs) and other customers for all contracting support. Ensure adequate resources are applied to meet the customers needs.

c. Chemical Demilitarization Division (AMSOS-CCE-S).(1) MISSION:

(a) Direct and accomplish the placement and management of contracts for the design, construction, equipment acquisition/installation, systemization, operation and closure of facilities for the demilitarization of chemical munitions and agents.

(b) Provide Administrative Contracting Management and oversight of Tooele Chemical Demilitarization Facility (TOCDF), Johnston Atoll Chemical Agent Disposal System (JACADS), Aberdeen Proving Grounds Chemical Agent Disposal Facility (ABCDF), Newport Chemical Agent Disposal Facility (NECDF), Anniston Chemical Agent Disposal Facility (ANCDF), Pine Bluff Chemical Agent Disposal (PBCDF) and Umatilla Chemical Agent Disposal facility (UMCDF) acquisition and contracting missions.

(2) FUNCTIONS:

(a) Develop and coordinate formal acquisition plans and J&A documents when required for individual or class procurements.

(b) Prepare and issue solicitations and evaluate proposals received. Actively participate in formal source selections.

(c) Award contracts and modifications.

(d) Perform procurement management throughout the life of the contracts.

(e) Maintain records to provide procurement processing information and control.

d. PM, PEO, and Installation Support Division (AMSOS-CCE-D).(1) MISSION:

(a) Centrally direct, manage, and accomplish the contract planning and execution of all large purchase requirements for the HQ OSC arsenals, depots, and GOGO ammunition plants/activities. To award and manage large purchase supply and service contracts in support of the installations and their tenants/customers, and to manage the HQ OSC, Direct Sales contracting activity.

(b) Provide collocated matrix contracting support to the Program Manager for Advanced Rockets and Missiles Systems (PM ARMS). To provide full spectrum contracting activities for the

life cycle of the PM ARMS munitions requirements.

(c) Plan, execute, and manage full spectrum contracting activities in support of low level radioactive waste disposal and environmental remediation requirements for DOD and other government agencies.

(d) Plan, execute, and manage full spectrum contracting activities in support of PEO Aviation

(2) FUNCTIONS:

(a) Prepare J&A documents, Advance Acquisition Plan (AAP) input, and obtain approval at the appropriate level of authority.

(b) Prepare and issue solicitations, perform bid/offer evaluations, conduct price negotiations when necessary and execute awards for services/supplies. Issue modifications, perform final pricing, negotiate/execute terminations, negotiate settlement of claims/major changes and closeout contracts for supplies/services.

(c) Perform procurement management and contract administration functions on all retained contracts up to and including contract closeout.

(d) Serve as the Command focal point for all contractual matters pertaining to Federal Information Processing Resources such as telecommunication aspects, mandatory sources of supply, General Services Administration (GSA) supplies/services and contracts for all installations supported. This entails contacts with industry, the installations, elements of higher HQ and other Government agencies regarding procurement actions on assigned FIP resources.

(e) Serve as the command focal point on all contractual matters pertaining to the acquisition of HQ OSC base operations supplies and services.

(f) Serve as the Command focal point for the Direct Sales of Government-owned Property or Services to other Government agencies and civilian industries. Manage the activities of the Direct Sales Contracting Officers, including preparing, coordinating, executing and administering direct sales contracts. Develop and maintain all policy guidance for direct sales issues. Serve as the contracting authority for all legislative changes to the Direct Sales Statutes (Public Laws: 22 USC 2770, 10 USC 4543, 10 USC 2208 (h) and 10 USC 2541).

(g) Prepare and maintain the necessary records to provide procurement processing information and control, to include liaison with the Office of General Counsel, the Small Business Team, various technical offices and other authorities for review and approval of procurement actions.

40-07. TOOELE CONTRACT ADMINISTRATION TEAM (AMSOS-CC).

FUNCTIONS:

a. Act as the Administrative Contracting Office (ACO) for the assigned contracts between DA and the operating contractor.

b. Advise the KO on all accounting, cost accounting and fiscal matters between the Operating Contractor and the Government.

c. Request, review, coordinate, evaluate and negotiate the Operating Contractor's cost proposals.

d. Plan, direct, control and review modernization and construction plans, Engineering Change Proposals (ECPs) and subcontracts.

e. Serve as Contracting Officer's Representative (COR) and OSC POC for compliance and review of federal, state and local agency programs.

f. Plan, direct and coordinate all property administration for Government property located at the Chemical Demilitarization Facility in accordance with FAR 45.5.

g. Serve as project coordinator and action officer to monitor and coordinate progress of construction projects, other projects and programs for the Chemical Munitions Demilitarization Facility.

h. Monitor the contractor's development, operation and maintenance of buildings, structures, improvements, grounds, utility plants and systems.

i. Plan, direct and control all budgeting, finance, accounting and supply activities for the Army staff at the Chemical Munitions Demilitarization Facility.

40-08. JOHNSTON ATOLL CHEMICAL AGENT DISPOSAL SYSTEM (JACADS) TEAM CONTRACT ADMINISTRATION TEAM (AMSOS-CC).

FUNCTIONS: Perform functions a. through i. listed under paragraph 40-07 above.

40-9. ANNISTON ARMY DEPOT (ANAD) CHEMICAL DEMILITARIZATION CONTRACT ADMINISTRATION TEAM (AMSOS-CC).

FUNCTIONS: Perform functions a. through i. listed under paragraph 40-07 above.

40-10. UMATILLA CHEMICAL DEPOT CHEMICAL DEMILITARIZATION TEAM CONTRACT ADMINISTRATION TEAM (AMSOS-CC).

FUNCTIONS: Perform functions a. through i. listed under paragraph 40-07 above.

40-11. NEWPORT CHEMICAL DEPOT CHEMICAL DEMILITARIZATION CONTRACT ADMINISTRATION TEAM (AMSOS-CC).

FUNCTIONS: Perform functions a. through i. listed under paragraph 40-07 above.

40-12. ABERDEEN PROVING GROUND CHEMICAL DEMILITARIZATION CONTRACT ADMINISTRATION TEAM (AMSOS-CC).

FUNCTIONS: Perform functions a. through i. listed under paragraph 40-07 above.

40-13 - PINE BLUFF CHEMICAL DEMILITARIZATION CONTRACT ADMINISTRATION TEAM (AMSOS-CC).

FUNCTIONS: Perform functions a. through i. listed under paragraph 40-07 above.

CHAPTER 50**50-01. SECURITY ASSISTANCE MANAGEMENT CENTER (SAMC)(AMSOS-SA).**

MISSION: Provide responsive management of OSC Security Assistance (SA) Programs, enabling foreign countries and international organizations to acquire timely and quality conventional ammunition, industrial operations support, training and related logistics support, in furtherance of U.S. national security policies and objectives.

50-02. AMMUNITION MANAGEMENT TEAM (AMSOS-SAA).

a. **MISSION:** Receive and review foreign customer requests for Letters of Offer and Acceptance (LOAs) for ammunition and/or related requirements; review Command Foreign Military Sales (FMS) funded travel requests; develop systems oriented support; prepare and submit LOAs listing ammunition, technical data packages (TDPs), ammunition peculiar equipment (APE), services, etc., with full range of support. Intensively manage, plan, schedule, direct, coordinate, monitor and control all OSC FMS ammunition programs both logistically and financially to ensure country requirements and program objectives are met.

b. **FUNCTIONS:**

(1) Serve as the OSC focal point having logistic and financial responsibility for SA programs for selected countries and international organizations.

(2) Represent OSC at conferences and briefings with other DOD activities and foreign governments on actions related to assigned programs.

(3) Prepare LOA, amendments and modifications utilizing the Total Package Approach for military articles, performance of services, and publications; analyze information received for completeness; obtain price, technical data, and source and availability; and develop payment schedule and termination liability worksheets.

(4) Request, assemble and provide both standard/nonstandard military articles and requirements data through HQ, U.S. Army Security Assistance Command (USASAC) to foreign countries.

(5) Serve as LOA and country program manager for FMS

LOAs and other SA programs, including programs having materiel of other commands, until delivery and billing of all items/services is completed.

(6) Initiate financial and supply actions upon receipt of implemented FMS LOAs to include procurement and supply of materiels, production projects, technical data, or technical assistance.

(7) Assist representatives of foreign governments and/or U.S. Military Security Assistance Organization (SAO) personnel in foreign countries on matters pertaining to potential and implemented FMS cases. Furnish representation on technical teams to serve as advisors to the country on potential or implemented programs.

(8) Coordinate the movement of all materiel on security assistance programs, including special actions supporting urgent requirements.

(9) Analyze selected countries' programs for preparation of special reports and/or follow-up reviews conducted at higher HQ's or in-country. Serve as representative for financial and logistical reviews of specific FMS programs.

(10) Coordinate with other centers or commands to ensure that all actions associated with SA programs are consummated within commitment dates and funding limitations, that Department of Army interests are protected, and to ensure customer satisfaction.

(11) Resolve conflicts in priorities when orders compete with Army requirements for available assets. Prepare and submit diversion consideration requests as appropriate.

(12) Perform initial closure actions for FMS LOAs. Control LOAs from completion until physical destruction.

(13) Determine appropriateness of command travel funded by FMS and provide the Center Director with basis for approval or disapproval.

(14) Monitor the Security Assistance Management Center (SAMC) shipments to identify shipped/unbilled lines; coordinate action with inventory, production, procurement, and comptroller offices.

(15) Review Commodity Command Standard System (CCSS) output products for rejects of FMS requisitions. Reconcile discrepancies in supply records on FMS transactions of requis-

tions within the CCSS document control file and financial records (all requisition/billing records) in the financial security assistance and the Army Procurement Appropriation Reporting System files in support of FMS certified case closeout process. Coordinate corrective actions with appropriate offices to clear the reject.

(16) Coordinate all problems/inquiries concerning nonstandard ammunition items; establish item identification in the National Stock Number Master Data Record, supply source, delivery and billing documents. Evaluate all relevant information to assure that incoming Military Standard Requisitioning and Issue Procedures (MILSTRIP) requisitions for nonstandard ammunition items are processed in a timely manner.

(17) Coordinate actions required for presidential drawdown of ammunition. Furnish defense articles and defense services by drawdown of DOD resources.

(18) Process Supply Discrepancy Reports (SDR) received. Ensure coordination with appropriate centers to achieve resolution of supply, quality, transportation and billing discrepancies. Provide results to HQ, USASAC.

50-03. PROGRAM MANAGEMENT TEAM (AMSOS-SAM).

a. MISSION: Administer the status reporting of all SAMC ammunition programs. Formulate SA policies, procedures and guidance. Manage the final closure of the Special Defense Acquisition Fund (SDAF), Excess Defense Articles (EDAs), ammunition total package requirements, and SA automatic data processing (ADP) programs. Evaluate SAMC program performance. Serve as the OSC's Product Line Management Office for FMS Administrative (Admin), FMS Case, and FMS Contract Administration Services (CAS) funds. Interpret financial policies and control budget formulation and execution. Intensively manage the Center's funds (FMS Admin, Operation and Maintenance, Army (OMA), and FMS Case).

b. FUNCTIONS:

(1) Interpret DOD directives and regulations relative to SA and implement SAMC policies and procedures. Serve as focal point for policy automation. Provide input to surveys and studies of staffing, mission function alignments and operational problems impacting upon SAMC performance.

(2) Direct the SAMC work measurement program and develop standards to measure performance. Track labor charges applied to workload indicators and evaluate FMS manpower requirements.

Improve the Center's utilization of automated systems.

(3) Lead efforts to design and implement improved FMS logistics systems. Coordinate systems development efforts, resolve problems with hardware/software and provide user training.

(4) Lead the SAMC effort to implement ADP and word processing systems. Field and maintain SA peculiar databases, and implement systems logic pertinent to SAMC reporting requirements.

(5) Control computer output for SAMC supply documentation and, with country/case managers, correct rejects to ensure proper reinput.

(6) Lead efforts to improve the process for determining price and availability. Coordinate with and provide functional requirements to the Conventional Ammunition Plan (CAP).

(7) Identify Defense Security Assistance Management System (DSAMS) case preparation procedures and discrepancies. Provide training and technical assistance on the utilization of SA applications to all elements of the Center.

(8) Manage the FMS ammunition requirements and maintain an accurate shipment history through the use of the Selected Item Program Review (SIPR) to meet delivery commitments. Serve as the SAMC single point of contact for item related issues.

(9) Represent and defend foreign customer requirements in meetings of the Committee for Ammunition Logistics Support (CALs) and Configuration Control Boards (CCBs) as necessary.

(10) Manage the SDAF program and all actions required for final closure. Develop and maintain databases for Total Package Support and CAD/PAD requirements. Develop annual CAD/PAD requirements and shipment history databases.

(11) Submit list of excess ammunition to HQ, USASAC for use in customer surveys. Obtain current status of potential excess cases from HQ, USASAC and ensure reservation/retention of allocated EDAs.

(12) Manage the SAMC training requirements. Furnish employees with information on training courses. Maintain liaison with appropriate HQ's training coordinator and vendors.

(13) Receive Ammunition Information Notices (AINs), Safety of Use Messages and Notice of Ammunition Reclassification (NAR). Issue appropriate information received to affected FMS customers.

(14) Prepare input and maintain data for ammunition items in Military Articles and Services List (MASL).

(15) Prepare the Defense Security Cooperation Agency (DSCA) quarterly feeder report on Recoupment of Nonrecurring Costs in sales of U.S. Government Products and Technology.

(16) Manage royalty fee program for selected ammunition items to assure that FMS sales include applicable royalty fees and that royalties are collected and disbursed to appropriate parties in accordance with existing legal agreements.

(17) Coordinate all audit, inspection and internal control review actions for SAMC. Serve as the SAMC focal point for internal and external audit organizations.

(18) Coordinate SAMC emergency planning via the Emergency Planning Officer (EPO). Control the distribution of data required for the continuity of operations plan (COOP).

(19) Develop and execute SAMC Internal Operating Budgets (IOBs) to include pay, benefits, overtime, awards, travel, training and supplies. Respond to inquiries, prepare reports, and perform variance analyses for SAMC FMS Admin, OMA and Case funds.

(20) Develop and execute the OSC FMS Admin and Contract Administrative Support (CAS) budgets. Develop the Army CAS standard rate, respond to inquiries, prepare reports and perform variance analyses on FMS workload, manpower and funding.

(21) Research, develop and advertise articles of interest in the SA Bulletin and DISAM Journal.

50-04. INTERNATIONAL COPRODUCTION TEAM (AMSOS-SAC).

a. MISSION: Direct, coordinate, and control a comprehensive OSC coproduction activity, which evaluates all aspects of coproduction. Formulate OSC policy regarding coproduction and/or licensed production. Prepare or direct preparation of all documentation required to establish an OSC and/or Single Manager for Conventional Ammunition (SMCA) position regarding proposed coproduction projects or for implementation of approved projects. Manage progress of projects to ensure technical, program execution and delivery activity implementation are in accordance with established agreements and procedures. Direct appropriate action to correct potential or existing problems in any of the above.

b. FUNCTIONS:

(1) Serve as the U.S. Government Project Office for coproduction and licensed production programs. Provide technical assistance and manage OSC support required by foreign producers, from conception to completion.

(2) Establish the OSC position regarding all aspects of coproduction and/or licensed production agreements. Prepare the initial scope of work covering program execution for inclusion in implementing documentation.

(3) Prepare OSC input to memorandums of understanding (MOU), fiscal and legal memorandums, and implementation plans. Participate with USASAC, Deputy Under Secretary of the Army for International Affairs (DUSA-IA), and the DSCA in negotiations regarding the above documentation.

(4) Chair coproduction meetings convened at OSC with representatives of foreign governments. Prepare and distribute meeting minutes. Establish after action items and ensure final disposition.

(5) Direct and/or participate in technical assistance activities to assist foreign countries with manufacturing problems or in the conduct of malfunction investigations.

(6) Establish survey teams for potential coproduction programs. Prepare scopes of work and participate in negotiations with private contractors, other Major Subordinate Commands (MSCs) and military services on technical/mgmt support survey teams.

(7) Serve as Command POC for inquiries on munitions control cases (MCC). Establish the Command position for granting export licenses for all OSC MCCs.

(8) Establish the OSC position for purchase or transfer of technology and technical data.

(9) Recommend position on requests from foreign visitors to visit OSC activities for the purpose of discussing current and potential coproduction programs, licensing, or transfers of technology and technical data.

(10) Serve as the Center's focal point for all actions pertaining to Rationalization, Standardization and Interoperability (RSI).

(11) Develop, implement and execute coproduction

programs for other MSCs in accordance with established MOAs.

CHAPTER 5555-01. DEPUTY CHIEF OF STAFF FOR OPERATIONS SUPPORT (DCSOPS)
(AMSOS-OS).

a. MISSION: To act for the Commanding General, US Army Operations Support Command (OSC) as the principal OSC staff office for operational planning, exercise and contingency oversight, and logistics information dominance.

b. FUNCTIONS:

(1) Serve as command focal point in developing, implementing and maintaining the OSC's "Go to War" readiness plans, posture and liaisons for supporting the warfighter.

(2) Exercise managerial control of emergency planning, exercises and operational activities.

(3) Link with the warfighter through senior command representatives (liaisons) to continental United States (CONUS) and outside continental United States (OCONUS) US Army Materiel Command (AMC) Logistics Support Elements.

(4) Link with the Reserve Component through the Deputy Commander for Mobilization.

(5) Serve as OSC focal point for development of strategic intelligence communications. Integrate relevant information and intelligence from both the global and military information environments in order to achieve information dominance and sustain a common operational picture for the OSC Commanding General (CG) and subordinate commanders.

(6) Integrate and synchronize AMC related logistics information, derived from a variety of sources, to provide the Command and its customers operational and logistical situational awareness on a real-time basis.

(7) Ensure all customers obtain the full range of logistics support and services available within AMC.

(8) Support Army wide logistics management initiatives requiring integration/synchronization for the OSC command group and OSC CG.

(9) Serve as OSC's Emergency Operations Center and designated command portal for field information, notification of all serious incidents and all issues and actions related to the subordinate commands, installations and AMC/OSC Logistics Support Element (LSE).

(10) Serve as the AMC Master Duplicate Emergency Files Depository (MDEFD) and AMC Technical Data Repository (TDR) for Command reconstitution files.

(11) Serve as the Deployment Coordinator for the Command.

(12) Serve as the OSC Notification Agent for the AMC Treaty Notification System.

(13) Serve as the technical advisor/consultant on nuclear and chemical surety matters to the OSC. Coordinate treaty requirements for Chemical, Intermediate-Range Nuclear Forces (INF), Open Skies and Strategic Arms Reduction Treaty (START).

(14) DCSOPS intelligence analysis focal point, providing an OSC oriented analysis of current security and intelligence events and actions related to Operations Security, Force Protection, intelligence processing and dissemination.

(15) Synchronize Reserve Component CSS capabilities required by AMC for peacetime and wartime logistics support as part of a OSC Force Integration and Development Plan/Program utilizing the Army National Guard (ARNG) Training and Logistical Advisor (to the OSC Commander and Staff). Recommend initiatives that enhance support to ARNG units. Review with National Guard Bureau (NGB) and OSC staff the development of policies of mutual impact. Provide liaison between NGB and OSC activities for the dedicated procurement, force modernization, depot and readiness programs. Maintain direct interface with U.S. Army Forces Command (FORSCOM), Office Chief Army Reserve and U.S. Army Reserve Command (USARC).

(16) Initiate the development of a HQ OSC Mission Essential Task List for all OSC functional areas for establishing a direct relationship between the OSC mission and pertinent training. Coordinate with OSC Resource Management for resourcing issues.

CHAPTER 60**60-01. JOINT MUNITIONS TRANSPORTATION OFFICE (AMSOS-TM).**

a. MISSION: Develop and manage the Command transportation and traffic management programs for conventional ammunition items as required by the Defense Transportation Regulation (DTR). Develop and maintain the Joint Munitions Transportation Coordinating Activity (JMTCA). Administer the DTR. Develop and operate the Containerized Ammunition Distribution System (CADS). Develop transportation programs to meet customer delivery requirements. Develop, coordinate, and submit the OSC Army Strategic Mobility Program (ASMP) requirements. Develop and manage the transportation deliberate planning program. Establish and direct the Joint Ordnance Commander Group (JOCG) Transportation and Loading Working Group.

b. FUNCTIONS:

(1) Develop distribution plans for ammunition from production into and from storage activities.

(2) Initiate transportation planning and movement execution actions designed to result in the lowest overall cost to the customer. Review requirements and monitor surface movement of SMCA and non-SMCA munitions of the Army, Navy, Marine Corps and Air Force customers.

(3) Develop cost data and alternative movement options for distribution panel actions in support of all Services.

(4) Develop logistical plans and forecasts for worldwide movement of SMCA and non-SMCA munitions IAW assigned JMTCA responsibilities.

(5) Develop movement plans for export surface transportation of DOD munitions. Develop and maintain liaison relationships. Monitor shipment status for SMCA conventional ammunition, missiles and munitions items of other Services managed elsewhere, and not by the SMCA (JMTCA function).

(6) Coordinate, as appropriate, to ensure compliance with Military Standard Transaction Requisitioning and Issue Practices (MILSTRIP) and Military Standard Transportation and Movement Procedures (MILSTAMP).

(7) Provide transportation and traffic management functional system support. Improve processes, which enhance the JMTCA interface with the U.S. Army Transportation Command

(USTRANSCOM), MTMC, Commanders in Chief (CINCs) and Services under SMCA assignment in DODD 5160.65.

(8) Oversee transportation initiatives for optimum direct delivery to customers from production sources.

(9) Develop, coordinate and manage in-transit visibility system to reflect munitions status from time of planned movement and actual movement from origin to first port of discharge. Provide in-transit status data to the Worldwide Ammunition Reporting System (WARS).

(10) Analyze munitions movement requirements and provide volume movement requests to MTMC for carrier rate negotiations for transportation of munitions.

(11) Manage transportability aspects related to carload, truckload and containerization of conventional ammunition. Review and approve carload, truckload and container drawings.

(12) Develop and provide transportation capability assessments of conflict planning in support of the Office of the Joint Chiefs of Staff (OJCS), USTRANSCOM, CINCs, and Services IAW assignment in Chairman, Joint Chiefs of Staff (CJCS) 3110.03.

(13) Develop and manage the CADs through integration of munitions container usage into the munitions distribution processes. Consolidate munitions movement requirement, identify container type(s) for movement and coordinate distribution of munitions certified container to applicable sources of supply.

(14) Coordinate with Air Mobility Command, MTMC, other appropriate DOD, other Government and commercial agencies to determine and assess movement capability.

(15) Manage the FMS transportation program. Develop export surface movement plans for all FMS munitions. Develop movement plans for airlift of all MAC-managed munitions.

(16) Develop transportation cost data and rationale for movement of OSC managed materiel and SMCA ammunition. Develop and manage a transportation rates computer system to provide automated access to update transportation rates.

(17) Provide traffic management instructions for the worldwide shipment of non-nuclear classified items.

(18) Maintain liaison with research and development (R&D) center.

(19) Process all transportation Discrepancy in Shipment Reports as received and requested.

(20) Coordinate transportation airlift requirements and develop movement plans to support OJCS and command-sponsored exercises.

(21) Design and implement the Munitions Transportation Management System (MTMS)/Automated Information Technology (AIT) throughout HQs and other installation levels. Ensure connectivity with the Global Transportation Network (GTN) and Joint Total Asset Visibility (JTAV) systems.

CHAPTER 65**65-01. TRANSPORTATION OPERATIONS OFFICE (AMSOS-TT).**

a. MISSION: Develop and manage transportation and traffic management plans, programs, systems, production, modernization, and transportability, including integrated logistics support of the defense conventional ammunition, OSC mission, and in transit security and provide command oversight of the passenger travel, personal property and household goods transportation missions. Coordinate with research and development centers to provide transportation advice relating to procurement, logistics movements, sensitivity coding, and hazardous materiel classification considerations. Provide traffic analysis and document transportation costs and cost factors for use in assessing the transportation planning options in determining the optimum delivery method of OSC-managed materiel to meet customer requirements. Administer First and Second Destination Transportation (FDT/SDT) programs for ammunition. Manage the Command Civilian Transportation Management Career Programs (CP24 and CP33).

b. FUNCTIONS:

(1) Manage the Procurement and Traffic Management Programs as an adjunct to the OSC acquisition mission through participation in pre-solicitation and solicitation review boards and all other OSC managed materiel.

(2) Support acquisition mission requirements in the review and development of all policies and procedures relating to the transportation aspects of procurement and awarded contract management.

(3) Perform life cycle transportation cost studies in support of the acquisition mission to include reviewing new or changed explosives and other hazardous commodities.

(4) Manage the Freight Classification Guide System for mission items, including developing freight and hazardous materiel classifications.

(5) Maintain liaison with R&D centers.

(6) Submit volume movement reports to MTMC for carrier rate negotiations on movement of conventional ammunition based on contract delivery schedules to continental U.S.(CONUS) destinations and FMS customers.

(7) Provide assistance to ensure contract delivery schedules meet production line requirements.

(8) Review transition plans to identify transportation requirements and apply the provisions of the Code of Federal Regulations.

(9) Determine the requirement to waivers and/or Department of Transportation (DOT) exemptions essential for movement of conventional ammunition.

(10) Review operations, organization, and acquisition plans providing transportation and transportability input. Address all shipment considerations.

(11) Support Configuration Control Board (CCB) requirements to review possible transportation impact of changes to items dimensions, hazardous characteristics and packaging requirements.

(12) Accurately identify transportation and transportability impacts and take appropriate action to correct problems. Provide matrix management transportation support.

(13) Conduct traffic studies, direct redistribution, process customer requirements and expedite and monitor movement of equipment for all DOD.

(14) Manage Command FDT and SDT funds to ensure uninterrupted movement of ammunition. Review completed Government/Commercial Bills of Lading (GBL/CBLs) for funding application accuracy and initiate action to correct inordinate differences.

(15) Monitor the in transit visibility system for command managed materiel, other major items, high priority secondary items from origin to CONUS customers and to the first port of discharge for OCONUS customers.

(16) Act as a focal point for transportability. Manage the OSC transportability in coordination with the U.S. Army Defense Ammunition Center (USADAC), MTMC Transportation Engineering Agency, and R&D and engineering centers.

(17) Provide command focal point for risk categorization of command-managed materiel, including policies relating to the implementation of OSC programs for securely transporting sensitive items.

(18) Administer the OSC Temporary Duty (TDY) travel program. Issue travel documents, process OCONUS clearance, manage the HQ OSC frequent flyer program and act as command focal point to validate Operational Support Airlift Command (OSAC) military air missions.

(19) Manage the in-transit accident and incident reporting system for all OSC-managed materiel and installations.

(20) Perform installation transportation office and traffic management functions for those installations not staffed with a transportation officer on an as needed basis. Provide staff assistance to the remaining ammunition plants, arsenals and depots.

(21) Provide oversight responsibilities for the OSC household goods and personal property movement missions.

(22) Provide Transportation Career Program management for both the Ammunition Management (CP 33) and Transportation Management (CP 24) programs to headquarters and installation personnel.

CHAPTER 70**70-01. AIR FORCE LIAISON OFFICE (AFLNO).**

a. MISSION: Represent the Air Force Logistics Command at OSC to serve as the local logistics, munitions, budgeting and supply manager under the SMCA concept. Additionally, serve as the focal point at OSC for all Air Force activities, direct their service problems and administrative support requests, and monitor and resolve all Air Force area surge, mobilization and service requirements.

b. FUNCTIONS:

(1) Represent the Air Force on-site to OSC in its role as the SMCA.

(2) Serve as Air Force focal point at OSC to which all Air Force activities can direct their questions and problems for resolution.

(3) Participate in Joint Conventional Ammunition Program (JCAP)/SMCA policy formulation and directive/instruction manual development.

(4) Monitor planning, programming, budgeting and execution (PPBE) of Air Force requirements and facilitate the resolution of problems.

(5) Monitor surge and mobilization requirements.

(6) Act as POC for Air Force related administrative personnel.

CHAPTER 71**71-01. MARINE CORPS LIAISON OFFICE - AMMUNITION (MCLNO-LMA).**

a. MISSION: The MCLNO-LMA is the interface between the PM for Ammunition, Marine Corps Systems Command (MARCORSYSCOM AM) and the OSC. The MCLNO-LMA is the Marine Corps on-site representative for all matters relative to logistic management functions concerning the life cycle management of ammunition to include: research and development (R&D), procurement, program management, production management, engineering and design analysis, systems analysis, quality assurance (QA), inventory management, maintenance/renovation, demilitarization and workload analysis for all SMCA managed ammunition programs impacting directly or indirectly on the Marine Corps.

b. FUNCTIONS:

(1) Assist and advise the CG, OSC, on all matters pertaining to Marine Corps owned ammunition (including ground-launched guided missiles).

(2) Continuously apprise MARCORSYSCOM AM of any factors affecting the readiness and the management of Marine Corps ammunition.

(3) Assist with the formulation of plans and instructions for inspections, tests, rework/modifications and/or retrofitting materiel in stock; outloading in support of contingency plans; and scheduling materiel, inventory and inventory reconciliation.

(4) Monitor the processing of Materiel Release Orders (MROs), including the selection of lots, depot source selection and QA inspection certification.

(5) Monitor incoming shipments from users, other storage sites and/or from production to ensure that storage and inspection arrangements are adequate.

(6) Monitor all ammunition related project orders issued by MARCORSYSCOM to SMCA Activities.

(7) Assist in the establishment and monitoring of electronic data transfer information in production delivery schedules, MROs and the status thereof, annual budget submission, workload planning and development, catalog data for specific end

items of ammunition, inventory management and maintenance forecasting and planning.

(8) Assist in the coordination of components for renovation projects.

(9) Provide assistance to QA personnel on issues involving Marine Corps owned ammunition.

(10) Coordinate and provide assistance in the preparation of ammunition related cost estimates.

(11) Attend meetings and conferences where matters under discussion impact or have the potential to impact the Marine Corps.

(12) Monitor and provide recommendations on all requests for disposition of Marine Corps material.

(13) Monitor shipping instructions provided to HQ OSC by MARCORSYSCOM AM.

(14) Serve as Marine Corps representative and voting member to all Configuration Control Boards (CCBs).

CHAPTER 72**72-01. NAVY LIAISON OFFICE (NVLNO).**

a. MISSION: To serve as the official, on-site Navy representative to the CG, OSC for ammunition, weapons, and chemical materiel. Serve as the focal point for Navy and OSC organizations for a solution/information concerning questions and/or problems involving OSC in its mission as the SMCA.

b. FUNCTIONS:

(1) Participate in Joint Conventional Ammunition Program (JCAP)/SMCA policy formation and directives, instruction and manual development. Provide liaison for action by Navy representatives to the various JCAP/SMCA action groups.

(2) Monitor planning, budgeting and execution of Navy requirements by the OSC/SMCA, and facilitate the solution to any problems thereto.

(3) Act as the on-site Navy representative on all matters in the development, facilitation, modernization, procurement, production, distribution, maintenance and demilitarization of ammunition, weapons, or chemical materiel, which affects the Navy.

(4) Represent the Navy in all OSC/SMCA allocation actions affecting Navy items. Support the interface with Navy customers of the SMCA to identify requirements for both Surge Planning and Industrial Preparedness Planning.

(5) Inform Navy activities of SMCA responsibilities concerning protection of the production base in cases of coproduction and licensed production. Monitor all Navy coproduction/ licensed production decisions involving OSC produced items and ensure that decisions are IAW previous production base policy decisions.

(6) Monitor SMCA and Navy engineering organization review and implementation/denial of Value Engineering proposals submitted on Navy configuration managed items. Monitor surge and mobilization requirements planning undertaken by OSC/SMCA to satisfy Navy requirements. Monitor and participate in transition planning to ensure smooth transition of Navy items to the SMCA.

(7) Coordinate planning and execution of joint service exercises involving OSC/SMCA and Navy activities.

(8) Coordinate all visits by Navy personnel to HQ OSC or RIA. Provide appropriate support to assist in the accomplishment of visit objectives.

(9) Maintain liaison for problem resolution with Navy storage activities regarding pending and actual shipments of Navy materiel from or to Army activities.

(10) Conduct a yearly review of staffing requirements for SMCA activities to ensure development of Navy ordnance engineering, acquisition, logistics and maintenance personnel, and coordinate with both the CG, OSC and Navy higher HQ in development of these type positions.

APPENDIX A**GLOSSARY**

<u>ACRONYM</u>	<u>DEFINITION</u>
AAA	Army Audit Agency; Army Ammunition Activity
AAC	Army Acquisition Corps
AAE	Army Acquisition Executive
AAFES	Army & Air Force Exchange Service
AAMMIS	AMC Automated Manpower Management Information System
AAN	Army After Next
AAP	Army Ammunition Plant; Advance Acquisition Plan
ABC	Activity Based Costing
AC	Acquisition Center
ACALA	The Armament and Chemical Acquisition and Logistics Activity
ACMS	Automated Configuration Management System
ACO	Administering Contracting Office
ACO	Administrative Contracting Officer
ACOE	Army Communities of Excellence
ACR	Ammunition Condition Reports
ACT	Administrative Contracting Office
ADC	Ammunition Data Card
ADL	Authorized Data List
ADP	Automatic/Automated Data Processing
ADPA	American Defense Preparedness Association
ADPSSO	ADP Systems Security Office
AEHA	Army Environmental Hygiene Agency
AEPP	Affirmative Employment Program Plan
AFARS	Army Federal Acquisition Regulation System
AFB	Air Force Base
AFH	Army Family Housing
AIB	AMC Acquisition Information Board
AIEP	Army Ideas for Excellence Program
AIFM	Army Industrial Facility Manufacturing
AIN	Ammunition Information Notice
A-IPT	Acquisition Integrated Product Teams
ALTS	Army Loan Tracking System
AMARC	Army Materiel Acquisition Review Committee
AMC	U.S. Army Materiel Command; Air Mobility Command
AMCCOM	U.S. Army Armament, Munitions, & Chemical Command
AMCR	U.S. Army Materiel Command Regulation
AMCISS	AMC Installation Supply System
AMDF	Army Master Data File
AMR	Audit/Acquisition Management Review
AMSCO	Army Management Structure Code
ANAD	Anniston Army Depot

APBI	Advanced Planning Briefing to Industry
APE	Ammunition Peculiar Equipment
APEMIS	APE Management Information System
APIT	Ammunition Procurement Improvement Team
APL	Ammunition Product Line
APOD	Air Port of Debarkation
APS	Army Prepositioned Stocks
AR	Acquisition Reform
AR	Army Regulation
ARDEC	U.S. Army Armament & Munitions Research & Development Capability
ARES	AMC Readiness Evaluation System
ARIAT	Acquisition Reform Implementation Assessment Team
ARMCOM	U.S. Army Armament Command
ARMS	Armament Retooling & Manufacturing Support
ARNG	Army National Guard
ARO	NGB Operations, Training, & Readiness Directorate
ARRADCOM	U.S. Army Armament Research & Development Command
ARRCOM	U. S. Army Armament Materiel Readiness Command
ASIP	Army Stationing & Installation Plan
ASMP	Army Strategic Mobility Plan
ASP	Army Strategic Mobility Program
ASRP	Ammunition Stockpile Reliability Program
AST	Ammunition Support Team
ASTP	Ammunition Stockpile Test Procedure
ATAAPS	Automated Time and Attendance Production System
ATC	Acquisition Tracking Center
ATCOM	U.S. Army Aviation & Troop Command
ATE	Automatic Test Equipment
ATMS	Administrative Transport Management Survey
AUCC	Ammunition Unit Cost Concept
AWCF	Army Working Capital Fund (formerly DBOF)
AWPS	Army Workload & Performance System
AWR	Army War Reserves
AWRSPTCMD	Army War Reserve Support Command
BAAAP	Badger Army Ammunition Plant
BASOPS	Base Operations
BCE	Base-level Commercial Equipment
BCRB	Business Clearance Review Board
BES	Budget Estimate Submission
BGAD	Blue Grass Army Depot
BOA	Board of Award
BPM	Business Process Manager
BRAC	Base Realignment and Closure
BRAC(C)	Base Realignment and Closure (Commission)
BSCB	AMC Business Systems Corporate Board
BVAT	Best Value Acquisition Team
CA	Commercial Activities
CAA	Clean Air Act
CAAA	Crane Army Ammunition Activity

CAD	Cartridge Actuated Device
CADS	Containerized Ammunition Distribution System
CALS	Committee for Ammunition Logistics Support
CALS	Computer Aided Logistics Support
CAMO-PAC	Central Ammunition Management Office - Pacific
CAPA	Conventional Ammunition Procurement Appropriation
CAS	Contract Administrative Surcharge/Services
CAWCF	Conventional Ammunition Working Capital Fund
CBD	Commerce Business Daily
CBS-X	Continuing Balance System-Expanded
CCAD	Corpus Christi Army Depot
CCB	Configuration Control Board
CCFTP	Centralized Control Function Test Program
CCSS	Commodity Command Standard System
CCTV	Closed Circuit Television
CEA	Civilian Executive Assistant
CECDC	Cost Estimate Control Data Center
CECOM	U.S. Army Communications Electronics Command
CEMPR	Command Equipment Management Program Review
CERCLA	Comprehensive Environmental Response, Compensation, & Liability Act
CESMR	Command Equipment & Supply Management Review
CG	Commanding General
CH	Chaplain
CHAAP	Cornhusker Army Ammunition Plant
CIM	Corporate Information Management
CINC	Commanders In Chief
CIP	Command Inspection Program
CIRS	Command Integrated Resource Submission
CJCS	Chairman, Joint Chiefs of Staff
CL	Class
CMRP	Command Master Religious Program
COC	Certificate of Competency
COCO	Contractor-owned, Contractor-operated
COCP	Customer Order Control Point
COE	Corps of Engineers
CONUS	Continental United States
COOP	Continuity of Operations Plan
COR	Contracting Officer's Representative
COSIS	Care Of Supplies In Storage
COTS	Commercial-Off-The-Shelf
CP	Career Program; Change Proposal
(CP)2	Contractor Performance Certification Program
CPAC	Civilian Personnel Advisory Center
CPAF	Cost-Plus Award Fee
CPC	Central Processing Center
CPM	Career Program Manager
CPO	Civilian Personnel Office/Officer
CPOC	Civilian Personnel Operations Center
CPSR	Contractor Purchasing System Review

CRA	Continuing Resolution Authority
CRDD	Customer Required Delivery Dates
CRDEC	Chemical Research, Development, & Engineering Center
CS	Chief of Staff
(CS)2	Cost Schedule Control System
C/SCSC	Cost Schedule Control System Criteria (Now known as Earned Value Management (EVA))
CSMR	Command Supply Management Review
CSR	Customer Service Representative
CTX	Center of Technical Excellence
CWA	Clean Water Act
DA	Department of the Army
DA PAM	Department of the Army Pamphlet
DAR	Defense Acquisition Regulation
DARCOM	U.S. Army Materiel Development & Readiness Command
DATA COM	Data Communication Systems - brand name
DC	Deputy Commander
DCAA	Defense Contract Audit Agency
DCF	Document Control File
DCG	Deputy Commanding General
DCMAO	Defense Contracts Management Area Office
DCMC	Defense Contract Management Command
DCPS	Defense Civilian Payroll System
DCS	Deputy Chief of Staff
DCSA	Deputy Chief of Staff for Ammunition
DCSOPS	Deputy Chief of Staff for Operations
DCT	Deterioration Check Test
DDA	Designated Disposition Authority
DDMC	Defense Depot Maintenance Council
DFARS	Defense Federal Acquisition Regulation System
DEFCON	Defense Readiness Condition
Demil	Demilitarization
DESCIM	Defense Environmental Security Corporate Information Management
DFAS	Defense Finance & Accounting Service
DIF	Deficiency Investigation File
DLA	Defense Logistics Agency
DMI	Depot Maintenance Interservice
DMISA	Depot Maintenance Interservice Support Agreement
DMPE	Depot Maintenance Plant Equipment
DMRD	Defense Management Report Decision
DMWR	Depot Maintenance Work Requirements
DOD	Department of Defense
DODD	DOD Directive
DODI	DOD Instruction
DODIG	Department of Defense Inspector General
DOIM	Director/Directorate of Information Management
DOIT	Director/Directorate of Information Technology
DOT	Department of Transportation

DPAS	Defense Property Accountability System
DPW	Department/Directorate of Public Works
DSACS	Defense Standard Ammunition Computer System
D-SAFE	U.S. Army Defense Support Activity-Far East
DSOR	Depot Source of Repair
DSSA	Defense Security Assistance Agency
DU	Depleted Uranium
DUSA-IA	Deputy Under Secretary of the Army for International Affairs
EAC	Executive Advisory Committee
ECIP	Energy Conservation Investment Program
ECP	Engineering Change Proposal
EDCA	Executive Director for Conventional Ammunition
EDIO	Executive Director for Industrial Operations
EEAP	Energy Engineering Analysis Program
EEO	Equal Employment Opportunity
EIR	Equipment Improvement Recommendation
EIS	Enterprise Information System
EMS	Environmental Management System
EO	Equal Opportunity
EOC	Energy Operations Center
EPA	Environmental Protection Agency
EPO	Emergency Planning Officer
EPR	Environmental Program Requirements
EQR	Environmental Quality Report
ER,A	Environmental Restoration, Army
ESIP	Engineering in Support of Items in Full Scale Production
ESP	Engineering Study Proposal; Equipment Survey Program
ESPC	Energy Savings Performance Contracting
ETOS	Electronic Travel Order System
EVM	Earned Value Management
F&A	Finance & Accounting
FAA	Functional Area Analysis
FAR	Federal Acquisition Regulation
FCG	Functional Coordinating Group
FCIM	Flexible Computer Integrated Manufacturing
FDAP	Field Director of Ammunition Plants
FDT	First Destination Transportation
FE	Facilities Engineering
FEM	Facilities & Equipment Maintenance
FEMP	Federal Energy Management Program
FHMA	Family Housing Management Account
FIO	Foreign Intelligence Officer
FIP	Federal Information Processing
FMA	Family Housing Management Account
FMS	Foreign Military Sales
FOIA	Freedom of Information Act
FORSCOM	U.S. Army Forces Command

FRA	Funded Reimbursable Authority
FSC	Field Support Command
FSC	Federal Supply Class
FWG	Functional/Facility Working Group
FY	Fiscal Year
GAO	General Accounting Office
GBL	Government Bill of Lading
GFM	Government Furnished Materiel
GFP	Government Furnished Property
GOA	General Operating Agency
GOCO	Government-Owned, Contractor-Operated
GOE	Government Owned Equipment
GOGO	Government-Owned, Government-Operated
GSA	General Services Administration
GSMU	General Support Maintenance Unit
GTN	Global Transportation Network
HAC	House Authorization Committee
HAS	Headquarters Application System
HCA	Head of Contracting Activity
HEARTS	Honesty, Ethics, Accountability, Respect, Trust, Support
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HR	Human Resources
HRMC	Human Resources Management Center
HSAAP	Holston Army Ammunition Plant
HWDA	Hawthorne Army Depot
IAAAP	Iowa Army Ammunition Plant
IASMP	Integrated Ammunition Stockpile Management Plan
IAW	In Accordance With
IBMC	Industrial Base Management Center
IBMS	Industrial Base Management Subgroup
IC	Industrial Complex
ICAMP	Integrated Conventional Ammo Maintenance Plan
ICAP	Industrial Committee of Ammunition Producers
ICAPP	Integrated Conventional Ammo Procurement Plan
ICE	Independent Cost Estimates
ICE	Inventory Control Effectiveness
ICUZ	Installation Compatible Use Zone
IDPE	Integrated Data Product Environment
IDS	Intrusion Detection System
IEMS	Installation Equipment Management System (now is Defense Property Accountability System (DPAS))
IF	Industrial Facilities
IFTE	Integrated Family of Test Equipment
IG	Inspector General
IGNET	Inspector General Worldwide Network
IL	Integrated/International Logistics
ILE	NGB Installations, Log, & Environmental Dir
ILS	Integrated Logistics Support

ILSMIS	Integrated Logistic Support Mgmt Info System
IM	Information Manager/Management
IMA	Individual Mobilization Augmentee; Information Mission Area
IMC	Information Management Center
IMCP	Internal Mgmt Control Program (now drop Internal)
IMMC	Integrated Material Management Center
IMMIS	Integrated Modernization Mgmt Information System
IMR	Installation Mission Review
INAAP	Indiana Army Ammunition Plant
IOB	Internal Operating Budget
OSC	U.S. Army Operations Support Command
IPE	Industrial Plant Equipment
IPAR	Improvement Plan Acquisition Reform
IPM	Industrial Preparedness Measures
IPO	Industrial Preparedness Operations
IPP	Industrial Preparedness Planning
IPPL	Industrial Preparedness Planning List
IPR	In-Process Review
IPT	Integrated Product/Process Team
IR	Industrial Readiness
IRAC	Internal Review & Audit Compliance
IRP	Installation Restoration Program
IS	Installation & Services; Installation Services; Internal/International Standardization
ISA	Intra/Interservice Support Agreement
ISSA	Intra/Interservice Support Agreement
ISM	Integrated Sustainment Maintenance
ISO	International Standards Organization
IT	Information Technology
J&A	Justification & Approvals
JACADS	Johnston Atoll Chemical Agent Disposal System
JAMSS	Joint Ammunition Management Standard System
JCAP	Joint Conventional Ammunition Program
JCS	Joint Chiefs of Staff
JDEP	Joint Depot Environmental Panel
JDMAG	Joint Depot Maintenance Analysis Group
JEDMICS	Joint Engineering Doc Integration Mgmt System
JIO	Joined Industrial Operations
JLC	Joint Logistics Commanders
JLSC	Joint Logistics System Center
JMTCA	Joint Munitions Transportation Coord Activity
JOAAP	Joliet Army Ammunition Plant
JOCG	Joint Ordnance Commanders Group
JPCG-DM	Joint Policy Coordinating Group-Data Management
JTA	Joint Table of Allowance
JTAV	Joint Total Asset Visibility
JTOC	Jump Tuck Operations Command
JTR	Joint Travel Regulation
KO	Contracting Officer

KSAAP	Kansas Army Ammunition Plant
LAAAP	Louisiana Army Ammunition Plant
LAP	Load, Assemble, & Pack
LBSBOD	Logistics Business Systems Board of Directors
LCAAP	Lake City Army Ammunition Plant
LCN	Lot Control Number
LEAD	Letterkenny Army Depot
LHAAP	Longhorn Army Ammunition Plant
LIF	Layaway Industrial Facilities
LLRW	Low Level Radioactive Waste
LOA	Letter of Offer & Acceptance
LOGBOD	AMC Logistics Board of Directors
LOGMOD	AMC Logistics Modernization
LOGPLAN	Logistics Plan
LOGTECH	Logistics Technology
LOI	Letter Of Instruction
LON	Letter Of Notification
LRRDAP	Long-Range Research & Develop Acquisition Plan
LSA	Logistics Support Analysis
LSAAP	Lone Star Army Ammunition Plant
LSE	Logistics Support Element
LSE JTOC	Log Support Element Jump Tuck Ops Command
LSMM	Local Sustainment Maintenance Management
MAC	Munitions and Armament Command
MACOM	Major Army Command
MANPRINT	Manpower and Personnel Requirements Integration
MANTECH	Manufactured Technology
MAP	Master Action Plan
MAS	Multiple Award Schedules; Military Assistance Sales`
MASL	Military Assistance Articles & Services List
MCA	Military Construction Army; Management Control Activity
McAAP	McAlester Army Ammunition Plant
MCC	Munitions Control Cases
MCM	Materiel Change Management
MCP	Management Control Plan; Mgmt Control Program
MCS	Materiel Changes
MDARS	Mobile Detection, Assessment, & Response System
MDEFD	AMC Master Duplicate Emergency Files Depository
MDEP	Management Decision Package
MDMS	Maintenance Data Management System
MEA	Management Engineering Activity
MFm	Master File Maintenance
MIDAS	Munitions Item Disposition Action System
MIF	Malfunction Investigation File
MIIF	Maintenance of Inactive Industrial Facilities
MILCON	Military Construction
MILSCAP	Mil Std Contract Administration Procedures
MILSTAMP	Mil Std Transportation And Movement Procedures

MILSTEP	Military Standard Evaluation Procedure
MILSTRAP	Mil Std Transaction Reporting Procedures
MILSTRIP	Mil Std Transaction Requisitioning & Issue Procedures
MIPR	Military Interdepartmental Procurement Request; Military Interdepartmental Purchase Request
MISMA	Major Item Supply Management Agency
MLAAP	Milan Army Ammunition Plant
MMCA	Minor Military Construction, Army
MMT	Manufacturing Methods Technology
MOA	Memorandum Of Agreement
MOBTDA	Mobilization Table of Distribution & Allowances
MOC	Management Of Change
MOD	Modernization
MOPES	OSC Mobilization & Operations Planning & Execution System
MOU	Memorandum Of Understanding
MPBM	Munitions Production Base Modernization
MPS	Maritime Prepositioned Ships
MPSC	Mobilization Procurement Support Committee
MRO	Materiel Release Order
MRPII	Manufacturing Resource Planning II
M&S	Methods & Standards
MS3	Manpower Staffing Standard System
MSA	Maintenance Support Arrangement/Agreement
MSAAP	Mississippi Army Ammunition Plant
MSC	Major Subordinate Command
MS&T	Manufacturing Science & Technology
MS&T/IMIP	Manufacturing Science & Technology/Industrial Modernization Incentive Program (previously MANTECH)
MTMC	Military Traffic Management Command
MTMS	Munitions Transportation Management System
MTOE	Modification Table of Organization & Equipment
MUCOM	Munitions Command
MWO	Modification Work Order
MWR	Morale, Welfare, & Recreation
NAF	Nonappropriated Fund
NAR	Notice of Ammunition Reclassification
NARM	Naturally Occurring & Accelerator-Produced Radioactive Material
NATO	North Atlantic Treaty Organization
NDIA	National Defense Industrial Association
NEPA	National Environmental Policy Act
NG	National Guard
NGB	National Guard Bureau
NGB-ARO	NGB-Operations, Training, & Readiness Dir.
NGB-ILE	NGB-Installations, Logistics, & Environmental Dir.
NICP	National Inventory Control Point
NOK	Next Of Kin

NMP	National Maintenance Point
NRC	Nuclear Regulatory Commission
NSMM	National Sustainment Maintenance Management
NSN	National Stock Number
NSNMDR	National Stock Number Master Data Record
NWSS	New Weapon System Support
OA	Obligation Authority
OAC	Ordnance Ammunition Command
OB/OD	Open Burning/Open Detonation
OCAR	Office Chief Army Reserve
OCONUS	Outside Continental United States
ODP	Officer Distribution Plan
OEDCA	Office of the Executive Director for Conventional Ammunition
OGA	Other Government Agencies
OJCS	Office of the Joint Chiefs of Staff
OM	Operation & Maintenance
OMA	Operation & Maintenance, Army
OMAR	Operation & Maintenance, Army Reserve
OMB	Office of Management & Budget
OMEGA	Code name for classified program
OOTW	Operations Other Than War
OPA	Other Procurement, Army
OPE	Other Plant Equipment
OPLAN	Operation Plan
OPM	Office of Personnel Management
OPSEC	Operations Security
ORSA	Operations Research/Systems Analysis
OSA	Office of the Secretary of the Army
OSC	Operations Support Command
OSCR	Operating & Support Cost Reduction
OSD	Office of the Secretary of Defense
OSHA	Occupational Safety & Health Act
OSWAC	Ordnance Special Weapons Ammunition Command
OTIS	Operating TDA Information System
P2	Pollution Prevention
P&A	Price & Availability
PA	Procurement Appropriation
PAA	Procurement Appropriation, Army
PABE	Program And Budget Estimate
PAD	Propellant Actuated Device
PADDs	Procurement Automated Data & Documents System
PAM	Pamphlet
PAQ	President's Award for Quality
PARC	Principal Assistant for Contracting
PASS	Procurement Aging & Staging System
PBA	Pine Bluff Arsenal
PBAS	Program Budget & Accounting System
PBC	Program Budget Committee
PBD	Program Budget Decision

PBG	Program Budget Guidance
PBS	Production Base Support; Program Budget Submission
PBSP	Production Base Support Program
PC	Personal Computer
PCO	Procurement Contracting Office/Officer; Plant Clearance Officer
PCR	Program Change Request
PCS	Permanent Change of Station
PDM	Program Decision Memorandum
PEO	Program Executive Officer
PFI	Procurement Fraud & Investigation
PGS	Productivity Gain Sharing
PIF	Provision of Industrial Facilities
PIP	Product Improvement Program/Proposal
PL	Public Law
PLM	Product Line Manager
PM	Program/Project/Product Manager
PM	Program Management
PMAP	Performance Measurement Analysis Package
PMD	Program/Project Management Division; Program Management Documentation
PMO	Program/Project Management Office
PMP	Program Management Plan; Productivity Measurement Program
PMR	Procurement Management Review
PO	Purchase Order
POC	Point of Contact
POI	Plan of Investigation
POM	Program Objective Memorandum
PPBE	Planning, Programming, Budgeting, & Execution
PPBES	Planning, Programming, Budgeting, & Execution System
PPBS	Planning, Programming, & Budgeting System
PPI	Procurement Package/Planning Input
PPL	Production Precedence List
PPOA	Pollution Prevention Opportunity Changes in Assessment
PPTF	Public/Private Task Force
PQAT	Product Quality Assessment Team
Prepo	Prepositioned Ships
PRON	Procurement Request Order Number
PS	Preventive Service
PSC	Personnel Service Center
PSR	Project Status Report
PWD	Procurement Work Directive
PS	Preventive Service
QA	Quality Assurance
QALI	Quality Assurance Letter of Instruction
QASAS	Quality Assurance Specialist, Ammunition

	Surveillance
QC	Quality Control
QDR	Quality Deficiency Report
QDR	Quadrennial Defense Review
R&A	Review & Analysis
RAM	Reliability, Availability, & Maintainability
RAP	Remedial Action Project
RBAAP	Riverbank Army Ammunition Plant
RC	Reserve Component
RCRA	Resource Conservation & Recovery Act
RCTM	Reserve Component Training Mission
R&D	Research & Development
RD&E	Research, Development, & Engineering/Evaluation
RDTE	Research, Development, Test, & Evaluation
RFAAP	Radford Army Ammunition Plant
RFD	Request For Deviation
RFW	Request For Waiver
RIA	Rock Island Arsenal
RM	Resource Management
RMC	Resource Management Center
RML	Revolution is Military Logistics
ROD	Report Of Discrepancies
ROI	Report Of Investigation
ROS	Report Of Survey
RPMA	Real Property Maintenance Activities
RRAD	Red River Army Depot
RRDA	Resource Recovery & Disposition Account
RSI	Rationalization, Standardization, & Interoperability
RSMM	Regional Sustainment Maintenance Management
RVAAP	Ravenna Army Ammunition Plant
SA	Security Assistance
SA3	Security Assistance Automation, Army
SAAS-MOD	Standard Army Ammunition System-Modernized
SAC	Senate Authorization Committee
SADBU	Small And Disadvantaged Business Utilization
SAIMS	Selected Acquisition Information & Management System
SAMC	Security Assistance Management Center
SAMPAM	System for Automated Material Plans & Army Material
SAMPAP	Security Assistance Master Planning And Phasing
SAO	Security Assistance Organization
SAP	Special Access/Security Assistance Program
SARA	Superfund Amendments & Reauthorization Act
SAV	Staff Assistance Visits
SBC	Service Based Costing
SCAAP	Scranton Army Ammunition Plant
SCAT	Should/Special Cost Analysis Team
SCORE	Secure Command Operations Report Exercise

SCR	System Change Request
SDAF	Special Defense Acquisition Fund
SDO	Staff Duty Officer
SDS	Standard Depot System
SDT	Second Destination Transportation
SDWA	Safe Drinking Water Act
SEC	Secure Environmental Contracting (Program)
SEDA	Seneca Army Depot Activity
SES	Senior Executive Service
SFAAP	Sunflower Army Ammunition Plant
SGS	Secretary of the General Staff
SIAD	Sierra Army Depot
SIAM	System for Improved Acquisition Management
SIGSEC/ASAG	Signal Security/Automated Systems Advising Group
SIPR	Selected Item Program Review
SLTP	Stockpile Laboratory Test Program
SM	Sustainment Maintenance
SMCA	Single Manager for Conventional Ammunition
SME	Subject Matter Expert
SOA	Short Of Award
SOP	Standing Operating Procedure
SOR	Source of Repair
SOW	Scope of Work; Statement of Work
SPC	Statistical Process Control
SPI	Single Process Initiative
SPOD	Sea Port of Debarkation
SQR	Statistical Quality Report
SRA	Special Repair Activity
SSEB	Source Selection Evaluation Boards
SSO	Special Security Officer
ST	Special Tooling
STE	Special Test Equipment
STU	Secure Telephone Unit
SUBMACOM	Subordinate Major Army Command
SVDA	Savanna Army Depot Activity
TACOM	U.S. Army Tank-automotive & Armaments Command
TALPRS	Time, Attendance, Labor, & Productivity Reporting System
TAPES	Total Army Performance Evaluation System
TAQ	Total Army Quality
TATTOO	Code name for classified program
TAV	Army Total Asset Visibility
TB	Technical Bulletin
TCAAP	Twin Cities Army Ammunition Plant
TCM	Toxic Chemical Munitions
TCO	Termination Contracting Officer
TDA	Table of Distribution & Allowances
TDP	Technical Data Package
TDY	Temporary Duty; Travel During the Year
TECOM	U.S. Army Test & Evaluation Command

TMDE	Test, Measurement, & Diagnostic Equipment
TMT	Transition Management Teams
TOE	Table of Organization & Equipment
TPS	Test Program Sets
TQM	Total Quality Management
TRADOC	U.S. Army Training & Doctrine Command
TrAMS	Transportation Automated Measuring System
TSCA	Toxic Substance Control Act
TSMM	Theater Sustainment Maintenance Management
UIC	Unit Identification Code
UPH	Unaccompanied Personnel Housing
USAAA	United States Army Audit Agency
USADAC	U.S. Army Defense Ammunition Center
USARC	U.S. Army Reserve Command
USAREUR	U.S. Army, Europe
USARPAC	U.S. Army, Pacific
USASAC	U.S. Army Security Assistance Command
USATA	U.S. Army Test Measurement & Diagnostic Equipment (TMDE) Activity
USMC	U.S. Marine Corps
USTRANSCOM	U.S. Transportation Command
VE	Value Engineering
VECP	Value Engineering Change Proposal
VEP	Value Engineering Proposal/Program
VOAAP	Volunteer Army Ammunition Plant
VPSB	Virtual Parts Supply Base
V/S IMMC	Virtual/Single Integrated Materiel Mgmt Center
VTC	Video Teleconferencing
WARS	Worldwide Ammunition Reporting System
WECOM	Weapons Command
WIP	Work in Process
WRSA	War Reserve for Select Allies
WSSA	Weapon System Supportability Assessments
WVA	Watervliet Arsenal
WWMCCS	World Wide Military Command & Control System
Y2K	Year 2000

APPENDIX B**B-1. COMMON SUPERVISORY, ADMINISTRATIVE, AND PROGRAMMING FUNCTIONS.****B-2. DEPUTY, DIRECTOR AND OFFICE/TEAM CHIEF POSITIONS.**

FUNCTIONS: Functions of deputies, directors, and office/team chiefs are not usually in the functional statement of each OSC element. Their duties normally include the following in the execution of the missions of their organizations.

a. Advise and assist the CG in technical, operational and other matters in carrying out his mission.

b. Carryout the decisions of the CG.

c. Coordinate actions with internal elements of the HQs and external agencies to ensure effective planning and execution of actions.

d. Direct, monitor, coordinate, and control operations of the office/center.

e. Formulate and issue policies, procedures, plans, programs, objectives and goals in accordance with those of higher authority and the policies of the CG as they relate to assigned areas.

f. Exercise staff supervision over command-wide activities and perform staff visits in assigned areas of mission responsibility.

g. Serve as civilian career program manager for assigned programs, if applicable.

h. Conduct and/or attend briefings and represent the OSC in conferences, working groups, etc. at DA, AMC and other organizations, in matters pertinent to assigned responsibilities.

i. Review, evaluate and respond to reports of audits, surveys, inspections and investigations. Conduct necessary follow-up actions to ensure accomplishment of necessary corrections.

j. Manage resources effectively, to include personnel, equipment, funds and facilities. Participate in and develop the program and budget data for the organizations.

k. Maintain adequate controls for safeguarding classified material. Properly orient all personnel within the organizations regarding their security responsibilities.

l. Ensure the organizations comply with safety rules and regulations, and eliminate safety and fire hazards.

B-3. DEPUTY DIRECTOR AND ASSISTANT POSITIONS.

FUNCTIONS: Functions of deputy directors and assistant chiefs are not ordinarily included in the statements of functions of OSC elements. Duties normally include some or all of the following as directed by the head of the element concerned.

- a. Assist the director/chief in carrying out his mission.
- b. Act for the director/chief in his absence, or in specific areas as designated.
- c. Carry out the decisions of the director/chief and coordinate the activities of subordinate elements.

B-4. TEAM CHIEF POSITIONS.

FUNCTIONS: There will be a list of common supervisory duties in a functional statement for these levels of organization only when it is impossible to delegate those functions to lower levels of the organization.

B-5. ADMINISTRATIVE OFFICE/ASSISTANT.

FUNCTIONS: When someone performs common administrative functions as internal support to an office/center, a list of those functions will appear under the performing element's functional statements with a reference to this paragraph.

- a. Provide mail service, including distribution and suspense control; perform assigned records management and other duties in connection with correspondence, forms, word processing, copiers, records disposition and utilization; and administer privacy programs and report control activities.
- b. Provide internal personnel services, including maintaining personnel records; assist in preparing personnel documents; processing personnel actions; supervise and/or assist in the maintenance of time and leave records; coordinate training

plans; and keep schedule and records of membership on committees, boards, councils, and panels.

c. Provide office services, including control of office space; requisition and distribution of office supplies and equipment, maintaining related records; and provide liaison with installation support activity on maintenance of office equipment, telephone service and similar activities.

d. Exercise administrative control over internal security to include central control of classified documents.

e. Prepare administrative policies and procedures for the office/center.

f. Coordinate visitor control, safety and security programs.

g. Prepare and maintain financial, manpower, and related data required to support internal operations.

h. Monitor and coordinate the Equal Opportunity Program.

i. Provide a variety of other common services, e.g.; coordination of office/center segments of fund drives, and of safety, civil defense, blood donor, and incentive award programs.

B-6. PROGRAMMING.

FUNCTIONS: Common programming functions will appear in the functional statements of the performing element by reference to this paragraph.

a. Develop, coordinate, consolidate, and review program estimates and budgets at the office/center level.

b. Implement and/or advise on the implementation of all financial planning, programming and budgeting instructions/regulations. Prepare standard operating procedures, as required.

c. Prepare, review and implement all authorization/planning documents.

d. Prepare, consolidate and review internal operating budgets.

e. Maintain information comparing resources to workload. Recommend redistribution of manpower and financial resources.

- f. Conduct and present financial analyses of programs.
- g. Advise managers on proper use of funds and potential violations of financial regulations/laws. Prepare all required disclosures and reports of actual violations.
- h. Review all office/center cost estimates. Prepare, monitor and maintain the central file of cost estimates.
- i. Maintain knowledge of the status of all funding requests.
- j. Provide assistance on project planning program execution, review and control.
- k. Establish program/fund breakout for all elements, effect distribution of program and funds, and establish schedules and lead-times to meet total program objectives.
- l. Maintain a status and a forecast of obligations. Maintain a status of unliquidated obligations and expenditure/disbursement forecasts.

APPENDIX C

HISTORY OF THE IOC

Accumulating, storing and issuing supplies and equipment through Army Depots is an integral part of the U.S. Army now, and since its inception in 1775. In November 1775, Colonel Henry Knox selected Carlisle, Pennsylvania, as the site for the first Continental Army Depot Arsenal. Carlisle, along with approximately 27 other depots and arsenals, stored and maintained supplies for the Continental Army during the Revolutionary War. The Army fell victim to dramatic cuts in military expenditures, reducing the number of supplied depots, after the Revolutionary War. Thus, during the War of 1812, the Army experienced military reverses, in part, because of a lack of supplies.

By the Civil War, the Army applied the lessons of the War of 1812, and large, permanent depots in cities such as Boston, New York and Philadelphia, supported the Nation's first Army of one million soldiers. Many of the Army's 105 Civil War depots would remain active well into the 20th century and provide the basis for an expanded Army in the Spanish-American War and World War I (WWI).

Technical services handled logistics as well as research and development (R&D) missions for the Army before 1962. The Ordnance Corps provided conventional armament and munitions beginning in May 1812. Chemical warfare became important much later - during WWI. In 1918, The Army established the Chemical Warfare Service, renamed the Chemical Corps in 1946. These two technical corps are antecedents of the U.S. Army Armament, Munitions and Chemical Command (AMCCOM), a predecessor of the U.S. Army Industrial Operations Command (IOC).

The physical part of AMCCOM consisted primarily of arsenals and ammunition plants. Watervliet Arsenal (WVA, Watervliet, NY) and Rock Island Arsenal (RIA, Rock Island, IL) are remnants of the Ordnance Corps Arsenal System. The same is true of the Armament, Research, Development & Engineering Center (ARDEC), which had been Picatinny Arsenal (Dover, NJ). WVA is the oldest - dating back to 1813. Construction of RIA began in 1863 as a replacement for the Harper's Ferry Armory during the Civil War. Picatinny began as a powder depot in 1880 and became an arsenal in 1907 when it began to manufacture powder. In 1977, Picatinny lost its arsenal designation when it became HQ of the U.S. Army Armament Research and Development Command (ARRADCOM). The Chemical Corps created Edgewood Arsenal (Edgewood, MD) during WWI, and Pine Bluff Arsenal (Pine Bluff, AR) and Rocky Mountain Arsenal (Commerce City, CO) during World War II (WWII). The Army built

most of the ammunition plants for the Ordnance Corps during WWII. Only the inactive Phosphate Development Works is older, with origins in WWI.

The Vermont National Guard and General Electric shared the Ethan Allen Firing Range. Started in 1926 as the Fort Ethan Allen Artillery Range, it transferred to the Air Force in 1952. In 1968, it came back to the Army as the Underhill Firing Range assigned to the U.S. Army Weapons Command (WECOM).

Decentralization of Ordnance Corps procurement and administration during WWII led to the creation of the Field Director of Ammunition Plants (FDAP) at St. Louis, MO, and the Small Arms Ammunition Suboffice at Philadelphia, PA. The FDAP administered the Army Ammunition Plants (AAPs). No wartime decentralization occurred in weapons procurement administration.

A centrally directed system with 147 depots, employing 2 million people, helped pave the road to victory in WWII. These dedicated people shipped over four million tons of supplies each month to eight million soldiers serving all over the world.

The Technical Escort Unit at Aberdeen, MD, provided technical escort of hazardous material since 1943. It began as the Guard and Security Section of the Chemical Warfare Service at Camp Sibert, AL. The mission moved to Edgewood in 1944 and it became the 9710 Technical Service Unit, Technical Escort Detachment in 1947. It finally became part of the U.S. Army Munitions Command (MUCOM) after the Army reorganized in 1962.

From WWII until 1973, the Army kept ammunition development and procurement separate from weapons development and procurement. The FDAP continued after WWII. In December 1945, it relocated to Joliet, IL, and absorbed the mission of the Small Arms Ammunition Suboffice. In 1950, the FDAP became the Ordnance Ammunition Center.

After WWII, the arsenals retained responsibility for weapons development until the Ordnance Corps officially embraced the commodity command concept in 1954 (Ordnance Corps Order 9-54, dated 23 April 1954). Consequently, the Ordnance Ammunition Center became the U.S. Army Ordnance Ammunition Command (OAC). On 1 January 1954, the Corps established the Ordnance Weapons Command at RIA to complement the OAC and the U.S. Army Tank-automotive Command (TACOM, Warren, MI), formed several months earlier. Seven years later, the 1962 Army reorganization simply caused a change in the name to the WECOM. (Department of Army (DA) General Order 46, 25 July 1962). The new Ordnance Weapons Command had both development and procurement responsibilities. In 1959, Picatinny Arsenal, which conducted ammunition R&D,

merged with the OAC to form the Ordnance Special Weapons Ammunition Command (OSWAC) with HQ at Dover, NJ. At the same time, the function at Joliet became a center again.

Since WWII, the number of depots has decreased dramatically. However, their mission of providing support to the soldiers of the Army is the same. The lessons of WWII and the Korean War suggested the need for centralized management of depot operations in peace as well as war. Therefore, on 25 February 1954, the Army created the Major Item Supply Management Agency (MISMA) at Letterkenny Army Depot (LEAD, Chambersburg, PA). The mission of the agency was to perform supply control functions for major items of general supplies and ammunition for the Ordnance Corps. By 1962, the Army had outgrown the capabilities of MISMA and created the Major Item Data Agency at LEAD under the command of the newly formed U.S. Army Materiel Command (AMC).

In 1962, Secretary of Defense Robert McNamara implemented a large-scale reorganization of the Army. The major change was removal of the development and procurement missions from the technical services, including the Ordnance and Chemical Corps. The AMC and the Defense Logistics Agency (DLA) now handle these functions. OSWAC became MUCOM and soon absorbed the procurement and R&D mission of the old Chemical Corps. The procurement function at Joliet, IL, remained a subordinate to MUCOM and became the Ammunition Procurement & Supply Agency. (DA General Order 46, 25 July 1962).

Consolidation of WECOM and MUCOM occurred on 21 September 1973 with the formation of the U.S. Army Armament Command (ARMCOM), headquartered at RIA. (AMC General Order 112, 17 May 1973; AMC General Order 257, 21 September 1973). The Small Arms System Agency, created in 1968 at Aberdeen, MD, was also in this consolidated command.

The DA sponsored a study of the U.S. Army Materiel Development and Readiness Command (DARCOM) Development and Procurement Program by the Army Materiel Acquisition Review Committee (AMARC) in 1974. Implementation of several of its suggestions followed. ARMCOM split into a readiness command and an R&D command on 31 January 1977 (DARCOM Permanent Orders 25-1, 30 September 1976; 29-2, 26 October 1976; 6-2, 28 January 1977). The readiness command took the title, U.S. Army Armament Materiel Readiness Command (ARRCOM) and retained its HQ at RIA. The R&D mission moved to Dover, NJ, and became ARRADCOM. The R&D missions of the Rodman Laboratory at RIA and the fire control laboratory at Frankford Arsenal, Philadelphia, PA, also moved to Dover.

The Central Ammunition Management Office - Pacific (CAMO-PAC) provides ammunition management for the pacific area as well as

explosive ordnance disposal. It is located at Fort Shafter, Honolulu, Hawaii. CAMO-PAC became a part of ARRCOM on 1 November 1974 when the DA disestablished the Pacific Theater. Previously, it had been the Munitions Division of the Deputy Chief of Staff for Logistics at HQ, U.S. Army Pacific (USARPAC).

New lessons learned by the Army during the Vietnam War further supported the need to find a better way to manage Army depots. AMC undertook a study called Project Delta to answer that need. The results of that study led to the establishment of the U.S. Army Depot System Command (DESCOM) on 1 September 1976 at Chambersburg, PA.

DESCOM employed approximately 30,000 personnel. Many of those personnel were actively involved in supporting Army troops during the Persian Gulf War. The Army sent equipment, supplies and personnel to the Persian Gulf from both continental U.S. (CONUS) and outside continental U.S. (OCONUS) DESCOM depots.

On 1 July 1983, ARRCOM and ARRADCOM merged to form AMCCOM. (DARCOM Permanent Order 43-1, dated 3 June 1983, effective 1 July 1983.) With HQ at RIA, AMCCOM consisted of a readiness mission located at RIA and two research, development and engineering (RD&E) centers. The new command gave increased emphasis to the chemical mission. It split the ARRADCOM mission into two R&D centers - one called the Armament Research & Development Center at Dover, NJ, and a second called the Chemical Research and Development Center at Aberdeen, MD. The centers became ARDEC and CRDEC, respectively, on 18 March 1986.

AMCCOM contained several inherited subordinate organizations. The Munitions Production Base Modernization Agency at Dover, NJ, originated as an effort by MUCOM to modernize the Army's ammunition production facilities beginning in 1968. The Secretary of the Army gave emphasis to the effort when he established the Project Manager (PM) - Munitions Production Base Modernization (MPBM) in June 1973. The PM reported directly to DARCOM until 1 November 1979 when the organization became the Munitions Production Base Modernization Agency (MPBMA) within ARRCOM. It was renamed the Production Base Modernization Activity on 1 October 1984.

AMCCOM was also responsible for a number of other missions. Because of the Korean War, the Ordnance Corps began to acquire metal parts plants from the Navy including the Scranton and Riverbank AAPs. With the implementation of the Single Manager for Conventional Ammunition (SMCA) in 1977, the Navy transferred three more facilities to ARRCOM. (Department of Defense Directive (DODD) 5160.65, dated 26 November 1975, established the SMCA, which ARRCOM administered beginning 1 October 1976.)

Implementation began on 1 October 1977. The Navy transferred McAlester AAP, Hawthorne AAP and the ammunition activities located on the Crane Naval Weapons Support Center (Crane AAA) to the Army. It was also responsible for the training of ammunition inspectors at Savanna, IL. The Ammunition School began at the Savanna Depot in 1950. AMC General Order 193, dated 19 July 1971, created the AMC Ammunition Center, which reported to HQ AMC. In 1975, it reassigned the Ammunition Center to ARMCOM (AMC General Order 86, 13 June 1975) and designated it the Defense Ammunition Center and School (DACS). DACS is now subordinate to the IOC and is the U.S. Army Defense Ammunition Center (USADAC).

The 1991 Base Realignment and Closure (BRAC) Commission provisions included the establishment of the U.S. Army Industrial Operations Command (IOC) headquartered at RIA. The Army disestablished AMCCOM and DESCOM on 1 October 1995, and established the IOC. The IOC consisted of the HQ, DESCOM mission, with the ammunition and industrial base management portions of HQ, AMCCOM. The armament and chemical defense portions of AMCCOM became the Armaments and Chemical Acquisition and Logistics Activity (ACALA). The ACALA and ARDEC transferred in-place to TACOM. The CRDEC became The U.S. Army Chemical and Biological Defense Command (CBDCOM) on 1 May 1993. The Technical Escort Unit, previously assigned to AMCCOM, is now under CBDCOM. Because of a DA VANGUARD Study, the Army transferred CAMO-PAC, previously assigned to AMCCOM, to USARPAC as the Munitions Division.

AMC used manpower resources from both DESCOM and AMCCOM to establish the IOC. The IOC Commanding General (CG) executed the Command mission. The staffing level of HQ IOC was 1,960, comprised of 81 military and 1,879 civilian manpower resources as the minimum essential to effectively execute the assigned missions. Twenty-two military positions and 526 civilian positions transferred from HQ, DESCOM and 58 military positions and 1,353 civilian positions transferred from HQ, AMCCOM to IOC.

The permanent IOC structure and concept of operations were process driven and customer satisfaction oriented. The traditional functional organization approach gave way to a streamlined process oriented structure using a teaming approach to management. The outcome was a flatter organization that reduced management layering and placed maximum personnel resources in core mission areas. The IOC organization could effectively perform its mission with significantly fewer personnel than the sum of its parent commands.

The IOC managed the Army's industrial base and executed the SMCA mission for the DOD. The Command performed ammunition procurement, installation management and environmental management. The IOC centrally managed and decentrally executed ammunition and weapons systems storage, production and maintenance. In addition, the Command provided policy, guidance and direction for the organic/inorganic (plant) industrial base of AMC through centralized planning and workloading.

The IOC was in charge of organic Army depots, depot activities, arsenals, active/inactive ammunition plants and other AMC active industrial activities. The Command managed the Army's industrial base to provide its customers with high quality materiel and other industrial services, delivered as needed, at the lowest practicable cost.

The Command was an integrated complex of 53 subordinate installations, activities and other entities, which included 10 depots/depot activities, 3 arsenals, 2 ammunition production facilities, 6 active Government-owned, contractor-operated (GOCO) ammunition plants and 32 other facilities/activities. The CG was responsible for 218 military personnel and 20,744 civilian employees. The HQ IOC had 57 authorized/44 actual military personnel and 1501 authorized/1408 actual civilians employed.

During 1998, the IOC underwent an organizational change to improve customer service and efficiency. Teaming concepts instituted in portions of the Command, and in subordinate commands, worked well. Thus, the CG directed the entire HQ to change to centers made up of teams. Teams are either facility, commodity, functionally, or multi-functionally focused.

In September 1999, the new Chief of Staff of the Army (CSA) announced his intent to change the way the Army does business or what has been termed a revolution in military logistics. The AMC is approaching this transformation by focusing our support to the warfighter from factory to foxhole, by becoming the premier provider of technology, acquisition, logistics, projection and sustainment of materiel, and planning, coordinating, integration, synchronizing and controlling all logistics support above the division level for the Army.

This revolution in military logistics transformed The U.S. Army Industrial Operations Command (IOC) to the U.S. Army Operations Support Command (OSC) on 1 October 2000. The OSC is a Major Subordinate Command (MSC) of the U.S. Army Materiel Command. This transformation created two sub-MSC level commands reporting to the OSC.

The corporate HQ OSC is located at Rock Island Arsenal as AMC's lead for interface with the Field Army. The staffing level for HQ IOC was 49 military positions and 1,256 civilian positions. Thirty-four military positions and 720 civilian spaces transferred from HQ IOC to HQ OSC. Fifteen military positions and 511 civilian positions transferred from HQ IOC to the U.S. Army Munitions and Armaments Command (USAMAC). Twenty-five civilian positions transferred to the U.S. Army Field Support Command (FSC). The OSC will retain all current mission responsibilities.

The U.S. Army War Reserve Support Command (AWRSPTCOM) becomes the U.S. Army Field Support Command (FSC) with mission associated with the integration of all AMC support services forward and becomes a sub-MSC level command of the OSC. In order to assume and perform the AMC field interface mission, FSC is given the mission and resources from the U.S. Army Logistics Support Activity (LOGSA), Logistics Support Elements (CONUS, Europe and Far East) and two support divisions (Logistics Assistance Program Management and LES Planning). The Program Manager Logistics Civil Augmentation Program (LOGCAP) transfers to the FSC.

The transformation of IOC to OSC establishes the U.S. Army Munitions and Armaments Command (USAMAC) as the sub-MSC level command responsible for the SMCA mission of production, ammunition stockpile and installation management. The SMCA mission also encompasses National Inventory Control Point and National Maintenance Point for the commodity of convention ammunition. The formation of USAMAC required transfer of associated resources from HQ IOC.